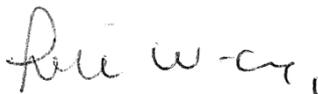


Date of issue: Wednesday, 6 November 2019

| | |
|--|---|
| MEETING: | OVERVIEW & SCRUTINY COMMITTEE (Councillors Dhaliwal (Chair), Sarfraz (Vice Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu) |
| DATE AND TIME: | THURSDAY, 14TH NOVEMBER, 2019 AT 6.30 PM |
| VENUE: | COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL |
| DEMOCRATIC SERVICES OFFICER: (for all enquiries) | JANINE JENKINSON 01753 875018 |

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 ITEM</u> | <u>REPORT TITLE</u> | <u>PAGE</u> | <u>WARD</u> |
|--------------------|---------------------|-------------|-------------|
|--------------------|---------------------|-------------|-------------|

APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

- | | | | |
|----|--------------------------|---|---|
| 1. | Declarations of Interest | - | - |
|----|--------------------------|---|---|

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.



| <u>AGENDA ITEM</u> | <u>REPORT TITLE</u> | <u>PAGE</u> | <u>WARD</u> |
|------------------------|---|-------------|-------------|
| 2. | Minutes of the Last Meeting held on 12th September 2019 | 1 - 8 | - |

SCRUTINY ISSUES

| | | | |
|----|---|-----------|-----|
| 3. | Member Questions <i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i> | - | - |
| 4. | Presentation from the Thames Valley Police and Crime Commissioner and Chief Constable | To follow | All |
| 5. | Performance and Projects Report Quarter 1 2019/20 | 9 - 56 | All |
| 6. | Revenue Financial Budget Monitoring Report 2019-20 - Quarter 1 | 57 - 84 | All |
| 7. | Capital Monitoring Report at 30th June 2019 | 85 - 108 | All |

MATTERS FOR INFORMATION

| | | | |
|-----|---|-----------|---|
| 8. | Forward Work Programme 2019/20 | 109 - 124 | - |
| 9. | Members' Attendance Record 2019/20 | 125 - 126 | - |
| 10. | Date of Next Meeting - 9th January 2020 | | |

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.

Overview & Scrutiny Committee – Meeting held on Thursday, 12th September, 2019.

Present:- Councillors Dhaliwal (Chair), Sarfraz (Vice-Chair), Basra (from 6.50pm), Hulme, D Parmar and S Parmar

Also present under Rule 30:- Councillor Strutton

Apologies for Absence:- Councillors Gahir and R Sandhu

PART I

17. Declarations of Interest

In relation to Minute No.21 (Agenda Item 5 – Heathrow Expansion) Councillor Dhaliwal declared that he received a pension from Heathrow Airport. He remained in the Council Chamber during the discussion on the item.

In relation to Minute No.21 (Agenda Item 5 – Heathrow Expansion) Councillor Hulme declared that her place of work was Heathrow; however she was not employed by Heathrow Airport. She remained in the Council Chamber during the discussion on the item.

18. Minutes of the Last Meeting held on 11th July 2019

Resolved - That the minutes of the meeting held on 11th July 2019 be approved as a correct record.

19. Member Questions

None were received.

20. Slough Gymnastics Club

The Leisure Services Manager introduced a report that provided an update on the current situation in regard to Slough Gymnastics Club finding suitable accommodation within Slough.

Members were reminded that a petition had been presented to the Council meeting on 23 April 2019 asking the Council to provide a suitable premises or location to house Slough Gymnastics Club. At the meeting the petition organiser had been informed that there were no affordable or suitable sites within the Borough to accommodate the Club. It was agreed by Council that officers should continue to assist Slough Gymnastics Club to search for new premises, and that the matter be referred to the Overview and Scrutiny Committee to consider the options available.

The Leisure Service Manager reported that since the Council meeting, it remained the case that there were no suitable sites within Slough to

Overview & Scrutiny Committee - 12.09.19

accommodate the Club. Officers from the Council's Leisure and Assets teams had been in liaison with the Club proprietor since 2017 in the search to find a new premises; however, the Club's requirements could not easily be met due to the size of the building required to meet British Gymnastics Association standards.

The Chair invited Ms Amy Jones, the petition organiser, to address the Committee. She began by explaining that she had considered all options, nonetheless, she had been unable to secure a new premises. She highlighted the importance of the Club being inclusive and ensuring the sessions were provided at a reasonable cost. She asked if the Council would be able to provide reduced Business Rates or land to enable her to build a bespoke facility.

The Chair thanked Ms Jones for her statement and invited Members to comment and ask questions.

Members expressed sympathy with Ms Jones' efforts to secure suitable premises, however it was acknowledged that the Council was unable to fund or subsidise provision for the Gymnastics Club and had no responsibility to provide a facility.

A discussion took place regarding the possibility of using a warehouse building to accommodate the Club. Members noted that this would require planning consent. During the course of the discussion the Leisure Service Manager agreed to assist Ms Jones to obtain pre-planning application advice from the Council's planning department to establish if this was a viable option.

Resolved –

- (a) That the report be noted.
- (b) That the Leisure Services Manager be requested to liaise with the Council's planning department and Ms Jones regarding planning permission to operate Slough Gymnastics Club from a warehouse building.

21. Heathrow Expansion

The Chair welcomed the Heathrow Airport representatives in attendance and invited Andrew Bird (Noise Strategy Lead), Chris Casey (Road Strategy Lead), Rupert Waters (Head of Economic Development) and James Holmes (Senior Stakeholder Engagement Manager – Expansion) to introduce themselves.

Members were provided with a presentation regarding the Heathrow Airport expansion programme, focusing on the economic development framework, surface access proposals and the measures to manage aircraft noise.

(Councillor Basra joined the meeting)

Overview & Scrutiny Committee - 12.09.19

In concluding the presentation, the Senior Stakeholder Engagement Manager thanked Members for the opportunity to share some of the expansion plans, and undertook to attend a future Committee meeting to provide a further briefing.

The Chair thanked the Heathrow representatives for the presentation and invited comments and questions from the Committee.

Members had a wide-ranging discussion, during which the following points were raised:

Surface Access Strategy

- Heathrow had undertaken a pledge not to increase airport related traffic. To achieve this it was proposed to encourage a modal shift to public transport of at least 50% by 2030 for passengers and a reduction of employee car trips by 25% by 2030. Concerns were raised regarding the proposed road network designs, in particular the lack of direct access for buses from Langley and Slough. It was noted that the proposed designs and layout would reduce bus accessibility and reliability and increase journey times to the airport from Slough. The construction of the third runway would cut off the current routes, meaning buses and cyclist would have to follow the diverted A4, resulting in a longer route that did not serve Colnbrook or Poyle.
- Concern was raised regarding the lack of cycle route provision from Colnbrook and Poyle to the airport. The modelling for the expansion anticipated an increase in cycle journeys to the airport. However, this was considered to be unrealistic unless a direct and convenient cycle network was established. It was requested that suitable cycle provision was included in the Masterplan design.
- In relation to cycle provision the Committee was informed that the 'Green Loop' proposed to create a network of new footpaths, cycle routes and upgrades to the existing paths. Members were advised that the Council had been working with Colne Valley Park, South Bucks and Royal Borough of Windsor and Maidenhead (RBWM) to establish a connectivity statement to deliver routes linking the north of the M4 and south to RBWM to extend and connect to the Active Travel route.
- A Member requested that the Masterplan include design options to improve the travel infrastructure. It was noted that Slough residents currently working at Terminal 5 were able to travel on a direct bus service from the west and cyclists were able to directly access into Terminal 5. The Masterplan currently suggested that all access to Terminal 5 would come via the south, meaning buses and cyclists would have to travel via Junction 14 of the M25 to get to the airport. This would make journey times longer and less reliable. Slough residents would be at a disadvantage to access jobs at the airport compared to neighbouring residents travelling from the east able to access better public transport. A Member stressed that it was crucial that bus services to Heathrow were reliable and affordable to encourage airport workers to use them. It was requested that a direct route for cyclists and allocated lanes for buses be provided.

Overview & Scrutiny Committee - 12.09.19

- Concern was raised regarding the movement of construction freight vehicles causing severe problems on already congested roads in Colnbrook, Poyle and Langley. It was requested that sufficient mitigation measures and clear construction route plans be established.
- It was highlighted that the proposed road changes to the A3044 could create a 'rat run' route between the M25 Junction 14 and M4 Junction 5 which could result in increased congestion on Slough roads. Concerns were raised about the impact an increase in traffic would have on the environment and amenity of residents.
- A Member noted that Heathrow would not be providing a Park and Ride scheme. However, a scheme was necessary to meet the targets set for modal travel shift. It was requested that the Heathrow Masterplan document identify land that could be developed by the Council for this purpose.
- With regard to air quality, concern was raised that the construction phase would contribute to a worsening of the air quality, particularly in Colnbrook and Poyle, as parts of these areas had been designated as Construction Support Sites. Members were assured that Heathrow officers were aware of the air quality issues and suitable mitigation measures would be put in place. It was explained that the modelling process was iterative and officers would continue to refine the proposals.
- A Member raised concern that the Community Fund may be used for mitigation rather than compensation or investment in neighbouring communities. It was highlighted that the Community Fund should be used to bring additional benefits to local residents rather than mitigating direct impacts of the expansion. A Heathrow representative agreed to seek further information and provide a written response to the Committee via email.
- In relation to the purchase of properties in the worst affected areas, a Member asked what level of financial compensation owners would receive above the market value of their properties. A Heathrow representative agreed to seek further information and provide a response to the Committee via email.
- A query was raised regarding flooding in the Colnbrook and Poyle areas and what mitigation measures would be provided. Members were informed that the river would be re-aligned and the design would meet the required standards. A Heathrow representative agreed to seek further information and provide a full written response to the Committee via email.

Noise

- The Committee noted the package of mitigation measures proposed, which included respite through alternated flight paths, quieter aircraft design, noise insulation and more stringent night flight restrictions to minimise impact. As part of the expansion application proposal, a Noise Envelope (a set of legally binding and enforceable limits to manage noise) would be submitted.
- A Member asked which residents would be eligible to receive noise insulation under the Quieter Homes Scheme. In response, it was explained that Slough had been identified in the 'Lowest Observed Adverse Effect Level' area where aircraft noise may have an adverse impact depending on airspace design. Affected residents would be eligible to apply to the scheme.
- It was noted that aircraft would be descending from a steeper approach; a Member asked what noise impact this might have on Slough residents. In

Overview & Scrutiny Committee - 12.09.19

response, the Committee was informed that due to the improved design of aircraft, less noise would be generated, therefore existing residents would benefit from a slightly improved environment.

- Clarification was sought regarding the use of runway alternation. The Committee was informed that the use of a 'mixed mode' meant a runway would be used by both landing and departing aircraft over the same period. Therefore, residents would experience fewer aircraft overhead. The introduction of 'reflective alternation' meant that predictable respite periods could be offered to residents, regardless of the direction of operation.

Economic Development

- A Member asked what plans the airport had to automate jobs and the impact this might have on the availability of jobs for Slough residents. In response, it was reported that the policy research unit Centres for Cities undertook studies in relation to automation and the impact on the labour market. Research indicated that elementary level employment was more vulnerable to automation than knowledge based industries. It was not anticipated that the airport expansion would result in any significant increase in automation. It was highlighted that Slough had a number of high-skill industries and would therefore be more resilient to automation than other areas in the country.
- A recent study regarding economic growth predicted expansion without policy intervention would create an additional 31,000 jobs in the nine boroughs around the airport. At present it was indicated that only 100 jobs would be created within Slough. It was highlighted that to increase the number of Slough residents working at the airport, it was essential that public transport connections were improved.
- A Member asked what training and apprenticeship opportunities would be provided by Heathrow. It was explained that labour market intelligence was being used to ensure the skills of the local workforce could meet the job roles created by the airport expansion. Heathrow had committed to providing an Economic Development Strategy to maximise economic benefits, through skills, employment, training and education for existing and new members of the labour market.
- It was explained that currently it was estimated that 100 additional jobs would be created within Slough, however this would be in the context of good economic growth and improved connectivity. Heathrow officers would be undertaking further discussions with the economic modellers and it was suggested that a report focussing on economic development could be presented to the Committee at a future date. A Member requested that jobs and skills for Slough residents both during the construction period and operation be prioritised.

Councillor Strutton was then invited by the Chair to address the Committee under Rule 30.

Councillor Strutton sought clarification regarding a number of issues relating to noise, pollution, vibration and impact on Slough residents. He stated that the steeper approaches by aircraft would generate additional noise causing a greater disturbance. He said the expansion would generate additional

Overview & Scrutiny Committee - 12.09.19

pollution, noise and ground vibrations and asked what measures would be put in place to mitigate the impact on Slough residents. In addition, he asked what measures would be taken to protect the Colne Valley Area of Outstanding Natural Beauty. He highlighted that noise insulation had a 10-year life expectancy and asked if residents would receive a one-off payment under the Quieter Homes Scheme or if funding would be provided in perpetuity. Further concern was raised in relation to the impact on nearby schools and hospitals, he asked what measures would be taken to ensure buildings were designed or adapted to minimise the impact of the expansion. In addition, he queried the arrangements for taxi and private hire pick up zones and asked if the revenue generated by the Vehicle Access Charge would be invested in measures to offset the adverse impacts on nearby residents. He requested that improved cycle routes be incorporated into the Masterplan proposals.

In response, a Heathrow representative explained that a number of noise mitigation measures would be put in place to minimise any noise impact. Insulation provided to residents under the Quieter Homes Scheme would be provided as a one-off payment. In relation to the revenue generated from the Vehicle Access Charge, it was explained that the income would not be ring-fenced and all income generated was pooled centrally. Members were assured that Heathrow was committed to providing investment to fund new measures to improve sustainable transport modes at the airport and public transport access as part of the expansion plans.

On behalf of the Committee, the Chair thanked the Heathrow representatives for their presentation and welcomed the offer of attending a future meeting.

Resolved –

- (a) That the presentation provided be noted.
- (b) That the comments and concerns raised by the Overview and Scrutiny Committee be submitted to Heathrow as part of the consultation process.
- (c) That the Heathrow representatives in attendance be requested to feed back the comments and concerns raised by the Overview and Scrutiny Committee to their relevant Heathrow colleagues as part of the consultation process.
- (d) That the Heathrow representatives be requested to provide written responses to the outstanding questions raised during the discussion.

22. Forward Work Programme 2019/20

The Committee considered the Forward Work Programme and agreed to add the following items:

9th January 2020
Localities Strategy Update

Overview & Scrutiny Committee - 12.09.19

30 January 2020

Adult Social Care Transformation Programme

Resolved – That, subject to the inclusion of the items detailed above, the Forward Work Programme 2019/20 be approved, as set out in Appendix A of the report.

23. Members' Attendance Record 2019/20

Resolved – That the details of the Members' Attendance Record be noted.

24. Date of Next Meeting - 14th November 2019

Resolved – The date of the next meeting was confirmed as 14th November 2019.

Chair

(Note: The meeting opened at 6.30 pm and closed at 9.00 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 14th November 2019

CONTACT OFFICER: **Dean Tyler, Service Lead for Strategy & Performance**

(For all enquiries) (01753) 87 5217

WARD(S): **All**

PORTFOLIO: Councillor Akram, Lead Member for Governance and Customer Services

PART I
FOR COMMENT & CONSIDERATION

PERFORMANCE & PROJECTS REPORT: QUARTER 1 2019/20**1 Purpose of Report**

To provide Overview and Scrutiny Committee with the latest performance information for the 2019/20 financial year as measured by:

- The corporate balanced scorecard indicators during 2019/20.
- An update on the progress of the 27 projects on the portfolio, which are graded according to project magnitude as gold (10), silver (10) or bronze (7).
- An update on the progress of the current manifesto commitments.

2 Recommendation(s)/Proposed Action

Overview and Scrutiny Committee is requested to note the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects and the manifesto commitments.

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

The report supports the Slough Joint Wellbeing Strategy by detailing how the Council has performed against its priority outcomes as follows:

- Protecting vulnerable children
- Increasing life expectancy by focussing on inequalities
- Improving mental health and wellbeing
- Housing

(b) Five Year Plan Outcomes

The report supports each of the Five Year Plan outcomes by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The outcomes are:

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

4 Other Implications

(a) Financial

There are no financial implications.

(b) Risk Management

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

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications.

(d) Equalities Impact Assessment

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

5 Supporting Information

1.1. This is the quarter 1 report to Overview and Scrutiny Committee reporting on the 2019/20 financial year in respect of the performance position of the Council.

1.2. Please refer to the attached corporate performance report (Appendix A) which summarises progress against the Council's priorities in quarter 1 of the financial year 2019/20.

6 Comments of Other Committees

As a result of Cabinet discussion on the 16th September 2019 the format and contents of the quarter 1 report were endorsed.

7 Conclusion

Corporate Balanced Scorecard

1.3. 45% (10 of 22) of the selected performance indicators are achieving desired target results, 18% (4 indicators) with uptake of targeted NHS health checks, level of street cleanliness, permanent dwellings completed and average journey times performing marginally worse than target (although better than the red KPI threshold).

1.4. Key improvements this quarter:

- The number of adults managing their care and support via a direct payment has continued to rise.
- The uptake of targeted health checks improved this quarter to 3.2% which is above the national average of 2.3%.
- The quarterly crime offence rate for Slough has improved by 8% from the previous quarter which is greater than both the MSGs (Most Similar Groups) and national average decrease of 4% and 1.9%. For this first time since Q4 2017/18, Slough average crime rate is below the MSG average.

Project Portfolio

1.5. Progress continues on all major schemes and projects. Across all projects on the portfolio 41% (11 projects) were rated overall as 'Green' (on target), 37% (10 projects) were rated overall as 'Amber' and 22% (6 projects) were rated overall as 'Red'.

1.6. Key improvement this quarter:

- Town Enhancement Programme - businesses voted for the development of a Business Improvement District (BID) for Slough. Also Town Centre Conference took place on 1st July 2019.
- Hotel and Residential Development at Old Library Site - contract closed on 5th June for the mixed use development on the former Old Library Site comprising two Marriott International Hotels, 64 apartments and associated retail.
- Grove Academy – work started on site.

1.7. The portfolio is regularly reviewed to ensure that the projects deliver strategic objectives, including the Five Year Plan, Manifesto and Service Plans.

1.8. The council's Programme Management Office (PMO) routinely carries out 'End Project', 'Lessons Learned' and 'Benefits' reviews for key projects. This learning has been helpful to project managers implementing projects of a similar nature.

Manifesto Commitments

1.9. There are 43 Manifesto pledges across the key areas.

1.10. At the end of quarter 1, 67% (29 pledges) were rated overall as 'Green' (achieving or on schedule) and 30% (13 pledges) were rated overall as 'Amber' (signifying as working towards). None of the pledges was rated overall as 'Red'.

1.11. The following Manifesto pledge were reported as delivered this quarter:

- We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough

8 Appendices Attached

- 'A' - Corporate Performance Report, June 2019
'B' - Manifesto Commitments, June 2019

9 Background Papers

Please email programme.managementoffice@slough.gov.uk for a copy of Project Highlight reports for this reporting period.

Slough Borough Council

Appendix A:

Corporate Performance Report

2019/20 – Quarter 1

(April to June 2019)

Strategy and Performance

Contents

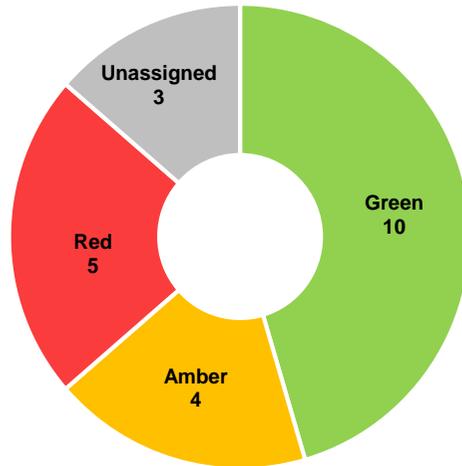
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2019/20 Quarter 1: Executive Summary

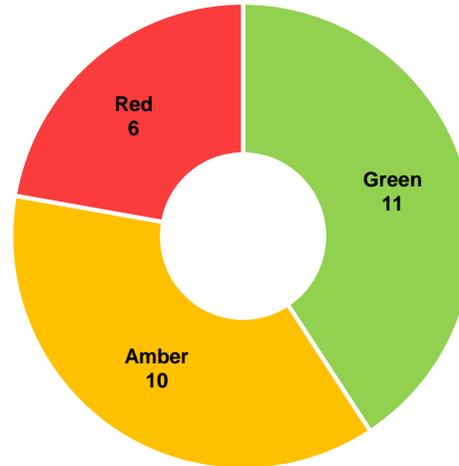
Performance against target (RAG)

The latest position at the end of quarter 1, an overview of the Council's performance was as follows:

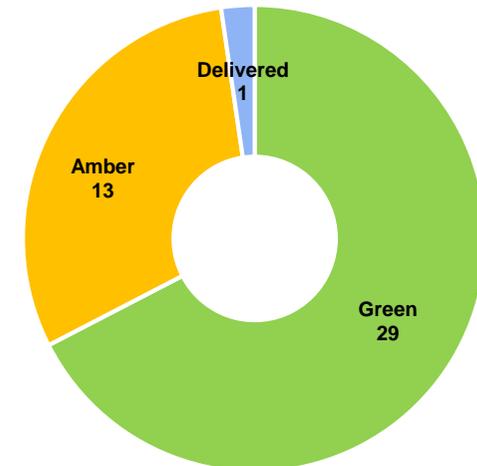
Key Performance Indicators



Project Portfolio: Overall Status



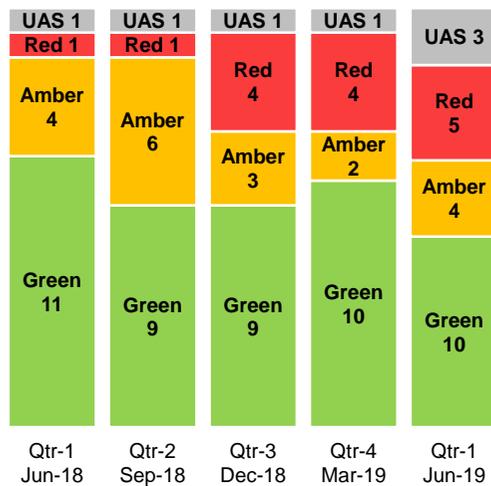
Manifesto Pledges: Overall Status



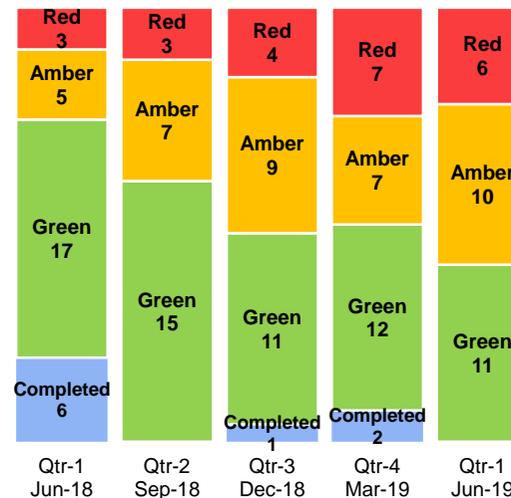
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Comparison with previous quarter

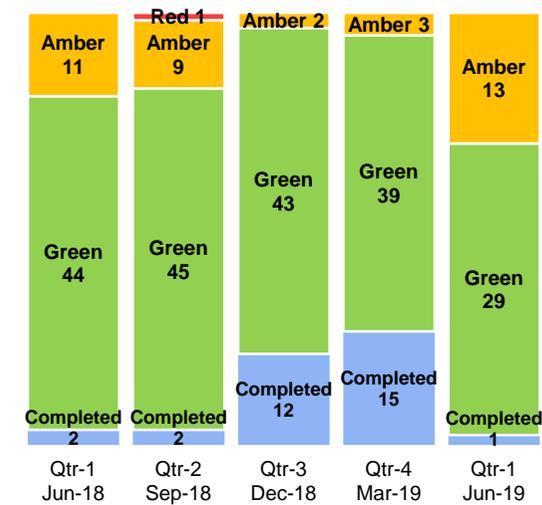
Key Performance Indicators



Project Portfolio: Overall Status



Manifesto Pledges: Overall Status



Please refer to the relevant sections for detailed information on performance indicators, projects and manifesto pledges.

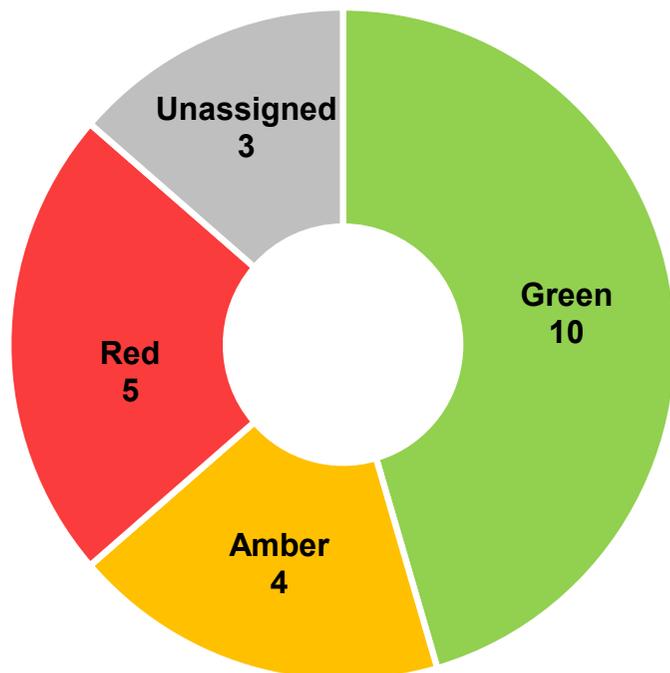
Performance Scorecard

| Outcome | Performance Measure | Previous Performance | | Direction | Current Performance | | Target |
|--|--|----------------------|----------------|-----------|---------------------|----------------|---------|
| Outcome 1 Slough children will grow up to be happy, healthy and successful | Percentage of Child Protection Plans started in year that were repeat plans within 2 years | A | 13.8% (11) | ↑ | G | 0% (0) | <10% |
| | Attainment gap between all children and bottom 20% at Early Years | G | 29.7% | ↓ | G | 31.0% | <31.8% |
| | Attainment gap between disadvantaged children and all others at Key Stage 2 | G | 20% | ↑ | G | 16% | <20% |
| | Attainment gap between disadvantaged children and all others at Key Stage 4 | G | 24.6% | ↓ | R | 34.7% | <25.4% |
| | Percentage of young people not in education, training or employment | G | 3.7% | ↑ | G | 3.2% | <4% |
| Outcome 2 Our people will be healthier and manage their own care needs | Number of adults receiving a Direct Payment | G | 552 | ↑ | G | 607 | >=593 |
| | Uptake of targeted NHS health checks | G | 3.2% | ↓ | A | 1.6% | >1.9% |
| | Percentage of residents inactive | A | 34.8% | ↓ | R | 35.9% | <34.4% |
| Outcome 3 Slough will be an attractive place where people choose to live, work and stay | Average level of street cleanliness | G | A- (2.7) | ↓ | A | B- (1.8) | >=B |
| | Total crime rate per 1,000 population | A | 25.6 | ↑ | G | 23.8 | <24.2 |
| Outcome 4 Our residents will live in good quality homes | Number of homeless households in temporary accommodation | A | 409 | ↓ | R | 435 | <=394 |
| | Number of permanent dwellings completed during the year | G | 846 | ↓ | A | 534 | >=550 |
| | Number of mandatory licensed HMOs | G | 101 | ↑ | G | 115 | >=111 |
| | Number of empty properties brought back into use | - | - | ↔ | R | 0 | >=7 |
| Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities | Business rate in year collection rate | A | 30.3% (£33.3m) | ↑ | tba | 30.4% (£33.6m) | tba |
| | Access to employment: unemployment rate | R | 2.3% | ↓ | tba | 2.5% | tba |
| | Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30) | G | 7 min 48s | ↓ | A | 10 mins 04s | <10mins |
| Corporate health | Council tax in year collection rate | - | 31.1% (£20.6m) | ↓ | tba | 30.6% (£21.2m) | tba |
| | Percentage of household waste sent for reuse, recycling or composting | - | 24.4% | ↓ | R | 19.7% | >=30% |
| | Percentage of municipal waste sent to landfill | - | 0.02% | ↔ | G | 0.00% | <=2% |
| | SBC staff survey: percentage of staff proud to work for the council | - | 70% | ↑ | G | 72% | >=72% |
| | SBC staff survey: percentage of staff rate working for the council as either good or excellent | - | 68% | ↑ | G | 70% | >=70% |

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 1 was as follows:

Key Performance Indicators



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Quarter 1 updates are not yet available for the following measures, with the latest available figures from quarter 4:

- Total crime rates per 1,000 population
- Percentage of household waste sent for reuse, recycling or composting
- Percentage of municipal waste sent to landfill.

This quarter, 5 additional corporate health measures were added to the corporate balanced scorecard as well as the inclusion of '*Number of empty properties brought back into use*' under outcome 4.

Of the 22 indicators reported, the following 3 indicators currently have no agreed target value assigned:

- **Business rate in year collection rate**
- **Council tax in year collection rate**
 - As we are in the midst of Arvato Exit there is no agreed profiled target for these two indicators at end of quarter 1.
- **Access to employment: unemployment rate**
 - The Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Office for National Statistics (ONS) are currently running a consultation on the design of a potential new measure.

For the remaining 19 indicators with agreed target levels, 23% (5 indicators) were rated overall as **Red**, 18% (4 indicators) were rated as **Amber** and 45% (10 indicators) were rated **Green**.

Key areas of performance improvement are:

- **Total crime rates per 1,000 population: (quarterly)**

The RAG status has improved from **Amber** to **Green**

The quarterly crime offence rate for Slough has improved by 8% from the previous quarter which is greater than both the MSGs (Most Similar Groups) and national average decrease of 4% and 1.9%. For this first time since Q4 2017/18, Slough average crime rate is below the MSG average. The most prevalent offence type for Slough was violence without injury.

Key initiatives in place include:

- A Violence Task Force is being initiated to identify, manage and provide oversight for interventions aimed at preventing violence in the first instance, by addressing the underlying causes and drivers, using a public health approach. The Task Force will further work to ensure effective delivery of preventative and reactive projects and services, under the guidance of the national 'Serious Violence Strategy'.
- We are continuing to support victims of domestic abuse through the provision of the Hestia Domestic Abuse Service. We are actively looking to identify methods of improving engagement with victims from across the community. As from September 2019, Hestia will be piloting the delivery of the Freedom Programme, in mother tongue Urdu and Punjabi, to ensure greater accessibility to services for victims of domestic abuse.
- Training continues to be delivered on topics which include Domestic Abuse (DA), child exploitation, and Honour Based Abuse (HBA), to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses. Gang awareness training is scheduled for the upcoming months as part of the Early Intervention Youth Fund (EIYF).

Key areas of noteworthy concerns flagged as **Red** status are:

- **The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths.**

The RAG status has dropped from **Green** to **Red**
[This is an annual indicator derived from end of year exams. The next update will be available in the Q3 2019/20 report].

- **Number of people inactive**

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

The RAG status has dropped from **Amber** to **Red**
[The next annual update is due at the end of quarter 4 2019/20].

- **Number of homeless households accommodated by SBC in temporary accommodation**

The RAG status has dropped from Amber to Red

This measure is a count of homeless households in temporary accommodation on the final day of each quarter. This figure increased by 26 to 435 in Q1, going against the downward trend last year (which saw the number reduce from 464 at the start of the year to 409 by year end).

The number of households in temporary accommodation varies dependant on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing duty, the number of challenges there are to negative homeless decisions and the number of permanent offers of rehousing that are made.

Household approaches under the Homeless Reduction Act remain very high. The team is working to prevent more cases which will help to reduce the number of 'agreed' cases and

help households avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline. Although affordable housing supply is low, the social lettings team are sourcing new private landlords to house homeless households into permanent accommodation.

By March 2020 our aim is to have less than 350 households in temporary accommodation.

- **Number of empty properties brought back into use**

This is a new measure added to the report this quarter.

The RAG status is **Red**

We have not brought any properties back into use in quarter 1 of 2019-20. There are a number of cases in progress currently but the process of investigation, communication and eventually enforcement is protracted.

We are actively developing processes that will assist owners to bring properties back into use and increase the availability of properties in the private rented sector. We have developed a grant system which will allow property owners to apply to the local authority for financial assistance of up to £15,000 to bring their property into use. The assistance will be provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

Where owners are uncooperative or fail to respond to informal interventions we are continuing to use Compulsory Purchase Orders but we are also likely to be using Empty Dwelling Management Orders under the Housing act 2004.

By March 2020 our aim is to have more than 29 empty properties brought back into use.

- **Percentage of household waste sent for reuse, recycling or composting**

This is a new measure added to the report this quarter.

The RAG status is **Red**

Recycling rates have fallen due to the incidence of rejected loads at the Materials Recycling Facility. Residents are including items in their red bins which we are unable to recycle.

One red bin with items not on the list can lead to an entire lorry load of recycling being thrown into the incinerator as waste instead, at an additional cost. Currently almost a quarter of the items placed in red bins are things we cannot recycle which means around 380 tonnes, or 76 lorry loads, of recycling has been burned in the first three months of this year. This costs SBC, and so residents, around £200 extra per day, £1,400 per week, £72,800 per year in additional disposal costs

This summer we have launched our 'Just 4' campaign to encourage recycling more of the right things. As part of the campaign, households and people who use the public bins are being asked to only recycle glass, cans, plastic bottles and clean cardboard, newspaper and magazines.

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

1. Percentage of child protection plans started in the past quarter that were repeat plans within 2 years

0.0 ↑



There were 40 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 20 families.

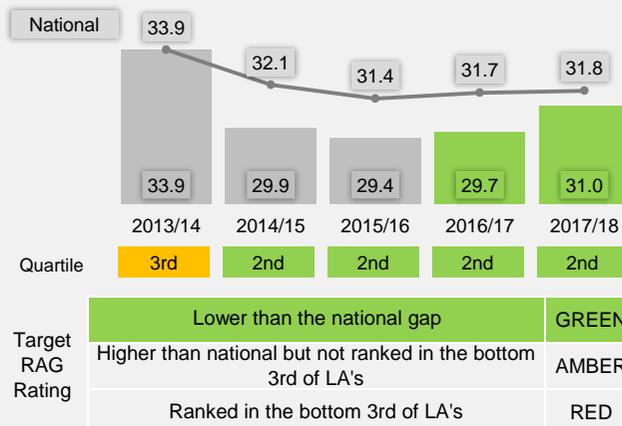
There were no children that were subject to a CPP for a second or subsequent time within 2 years.

There were 3 (7.5%) children that were subject to a CPP for a second or subsequent time regardless of how long ago that was. This relates to 3 families.

Robust child protections plans are being implemented for which we believe there is evidence of sustainable change. Children on Child Protection Plans have been suitably stepped down or up depending on their individual circumstances and supported. The Trust is also monitoring the length of time that children are subject to a Child Protection Plan, it is intended that more robust processes will be implemented to monitor those children that are coming off a plan after having only been subject to a plan for three months.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage

31.0 ↓



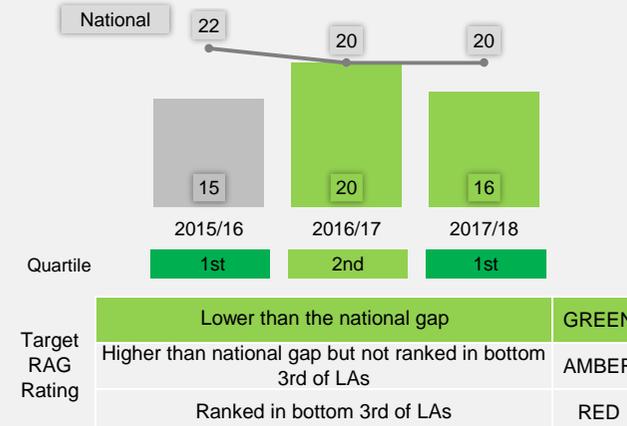
Measured once a year, derived from teacher assessments.

The next annual update is due at the end of quarter 3 2019/20.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths

16 ↑



Measured once a year, derived from end of year exams.

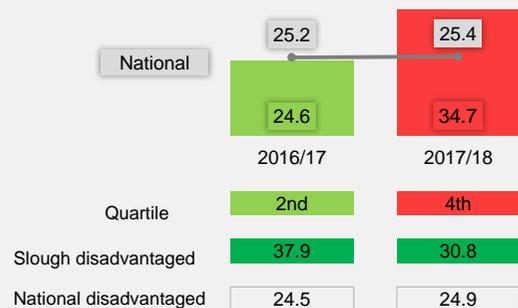
The next annual update is due at the end of quarter 3 2019/20.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

4. The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths

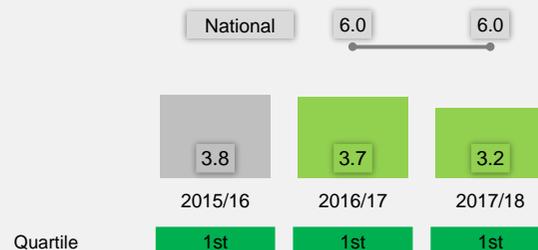
34.7 ↓



| Target RAG Rating | Criteria | Rating |
|-------------------|--|--------|
| GREEN | Lower than the national gap | GREEN |
| AMBER | Higher than national gap but not ranked in bottom 3rd of LAs | AMBER |
| RED | Ranked in bottom 3rd of LAs | RED |

5. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

3.2 ↑



| Target RAG Rating | Criteria | Rating |
|-------------------|-----------------------------------|--------|
| GREEN | Lower than 4% | GREEN |
| AMBER | Higher than 4% but below national | AMBER |
| RED | Percentage above national | RED |

Measured once a year, involving local establishment of school leaver destinations.

The next annual update is due at the end of quarter 3 2019/20.

Measured once a year, derived from end of year exams.

The next annual update is due at the end of quarter 3 2019/20.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

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

1. Number of adults managing their care and support via a direct payment

607 ↑



Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes. By March 2020 our aim is to have more than 718 adults managing their care via a direct payment.

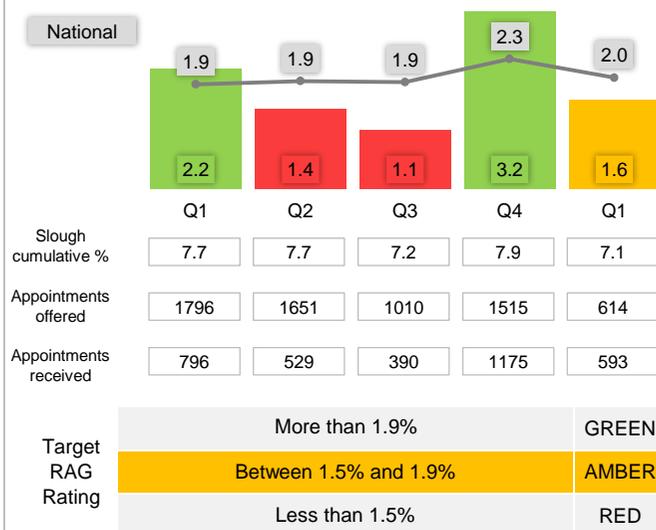
Our primary strategy is to increase the use of Direct Payments by service users and carers, and to use this as the default position when providing a personal budget. We have taken several steps to make DPs easier to manage and use including pre-payment cards and managed direct payments accounts, bringing the recruitment of Personal Assistants & employment support in house and reissuing staff guidance.

All new people referred to Adult Social Care are offered a Direct Payment in the first instance to help them manage their own care and support needs. We are also continuing to review people with long term packages of care, particularly those people receiving domiciliary care, with a view to converting their support into a Direct Payment.

A monthly operational Direct Payment meeting is held to monitor progress regarding take up and to identify emerging issues and undertake mitigating action.

2. Uptake of targeted health checks
The percentage of the eligible population aged 40-74 who received a NHS Health Check

1.6 ↑



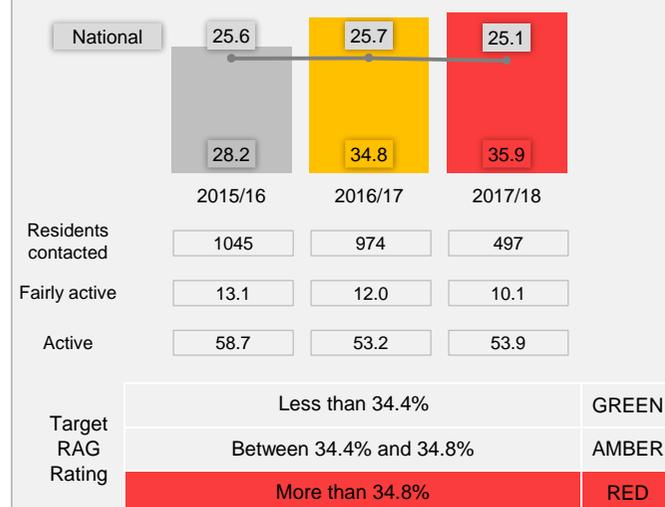
The national aspiration is to offer NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation that 66% take up is achieved).

Unsurprisingly, given the small numbers involved in Slough in comparison to the national picture, the numbers of NHS Health Checks fluctuate. This is especially around the number of invitations issued for a NHS Health Check.

We continue to work with our providers to maintain the target number of NHS Health Checks but also to reach out to higher risk residents. We await the results of the Health Beliefs research of residents that was commissioned to provide greater insight into how we can best motivate residents to receive a check. This is expected at the end of September.

3. Number of people inactive
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

35.9 ↓



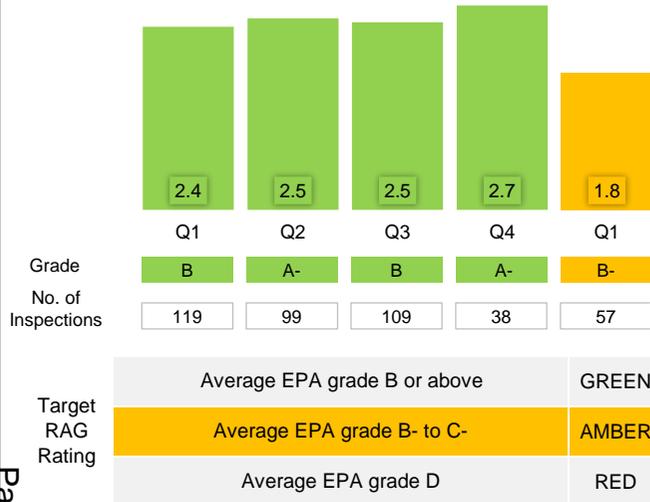
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

The next annual update is due at the end of quarter 4 2019/20.

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

1. Level of street cleanliness:
Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)

1.8 (B-) ↓



Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an EPA Grade for that mean average.

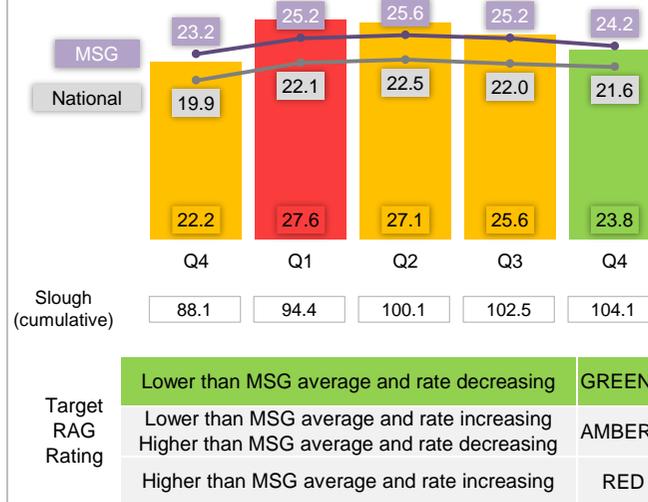
The mean average has slipped to B-.

We have changed our inspector who has picked up on the cleanliness of traffic islands and has scored us down as a result.

We are preparing safe systems of work to enable a different approach to be taken and once agreed we will implement a new programme of work to improve the standard.

2. Total crime rates per 1,000 population:
(quarterly)

23.8 ↑



The quarterly crime offence rate for Slough has improved by 8% from the previous quarter which is greater than both the MSG (Most Similar Groups) and national average decrease of 4% and 1.9%. For this first time since Q4 2017/18, Slough average crime rate is below the MSG average. The most prevalent offence type for Slough was violence without injury.

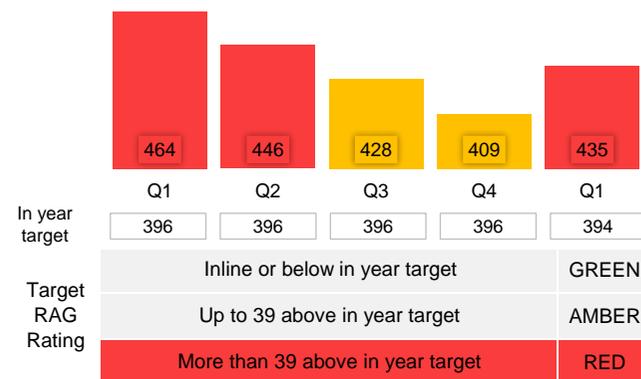
Key initiatives in place include:

- A Violence Task Force is being initiated to identify, manage, and provide oversight for interventions aimed at preventing violence in the first instance, by addressing the underlying causes and drivers, using a public health approach. The Task Force will further work to ensure effective delivery of preventative and reactive projects and services, under the guidance of the national 'Serious Violence Strategy'.
- We are continuing to support victims of domestic abuse through the provision of the Hestia Domestic Abuse Service. We are actively looking to identify methods of improving engagement with victims from across the community. As from September 2019, Hestia will be piloting the delivery of the Freedom Programme, in mother tongue Urdu and Punjabi, to ensure greater accessibility to services for victims of domestic abuse.
- Training continues to be delivered on topics which include Domestic Abuse (DA), child exploitation, and Honour Based Abuse (HBA), to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses. Gang awareness training is scheduled for the upcoming months as part of the Early Intervention Youth Fund (EIYF).

Outcome 4: Our residents will live in good quality homes

1. Number of homeless households accommodated by SBC in temporary accommodation

435 ↓



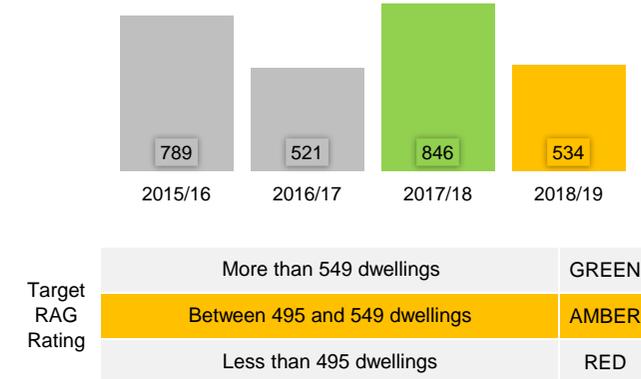
Measure is a count of homeless households in temporary accommodation on final day of each quarter. By March 2020 our aim is to have less than 350 households in temporary accommodation.

The number of households in temporary accommodation varies dependant on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing duty, the number of challenges there are to negative homeless decisions and the number of permanent offers of rehousing that are made.

Household approaches under the Homeless Reduction Act remain very high. The team is working to prevent more cases which will help to reduce the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline. Although affordable housing supply is low, the social lettings team are sourcing new private landlords to house homeless households into permanent accommodation.

2. Number of permanent dwellings completed in the borough during the year

534 ↓



Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

585 new dwellings were built in 2018/19, but 51 were lost through demolition and change of use. Net completions were, therefore, 534.

At the end of March 2019 there were 856 new dwellings already under construction in Slough. Planning permission was in place for a further 1,297 homes.

The council and its partners are actively encouraging new home construction at several sites across the borough, as well as a programme of building additional stock ourselves.

3. Number of licenced mandatory Houses in Multiple Occupation (HMOs)

115 ↑



Measure is a count of total licenced HMO properties at end of quarter. By March 2020 our aim is to have more than 148 licenced houses in multiple occupation.

As envisaged, there has not been a substantial change in the number of mandatory licenced HMOs in Q1.

The number is still far below the estimated number that should be licenced. However we have now launched our online application form which makes the application process easier. We have received 20 mandatory licence applications since launching on 4th June and we are currently processing these applications and issuing the draft licence documents.

In addition we are actively investigating suspected non- licenced HMOs including executing warrants of entry with partners at TVP and we are about to commence another round of communications promoting the licensing schemes.

We anticipate that the number of mandatory licenced HMOs will increase significantly over the next quarter.

Outcome 4: Our residents will live in good quality homes

4. Number of empty properties brought back into use

0 ↔

| | | | | |
|----|----|----|----|----|
| 0 | 0 | 0 | 0 | 0 |
| Q1 | Q2 | Q3 | Q4 | Q1 |

| | | | | | |
|----------------|---|---|---|---|---|
| In year target | - | - | - | - | 7 |
|----------------|---|---|---|---|---|

| | | |
|--------|----------------------------------|-------|
| Target | Inline or below in year target | GREEN |
| RAG | Up to 3 below in year target | AMBER |
| Rating | More than 3 below in year target | RED |

We have not brought any properties back into use in quarter 1 of 2019-20. There are a number of cases in progress currently but the process of investigation, communication and eventually enforcement is protracted.

We are actively developing processes that will assist owners to bring properties back into use and increase the availability of properties in the private rented sector. We have developed a grant system which will allow property owners to apply to the local authority for financial assistance of up to £15,000 to bring their property into use. The assistance will be provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

Where owners are uncooperative or fail to respond to informal interventions we are continuing to use Compulsory Purchase Orders but we are also likely to be using Empty Dwelling Management Orders under the Housing act 2004.

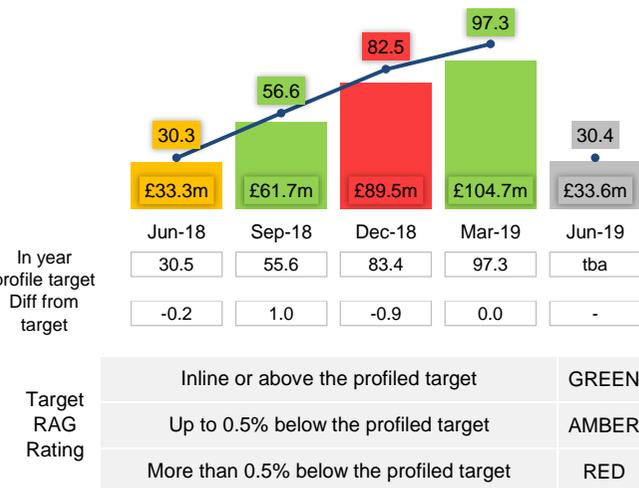
By March 2020 our aim is to have more than 29 empty properties brought back into use.

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

1. Business rate income

Business rate in year collection (amount & percentage rate accrued)

£33.6m
30.4% ↑



Business rates are collected throughout the year; hence this is a cumulative measure.

By the end of first quarter we achieved a collection rate of 30.4% of the expected in-year total, collecting £33.6m. This increased by £306,000 from the previous year.

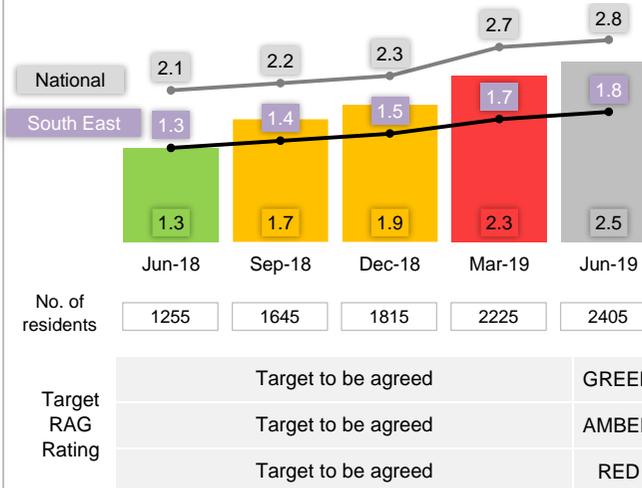
As we are in the midst of Arvato Exit there is no agreed profiled target at this stage.

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2. Access to employment

Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit

2.5 ↓



Slough's claimant rate for June 2019 of 2.5% comprises 2,405 people.

Local unemployment rate is historically better than nationally but lags behind the South East of England.

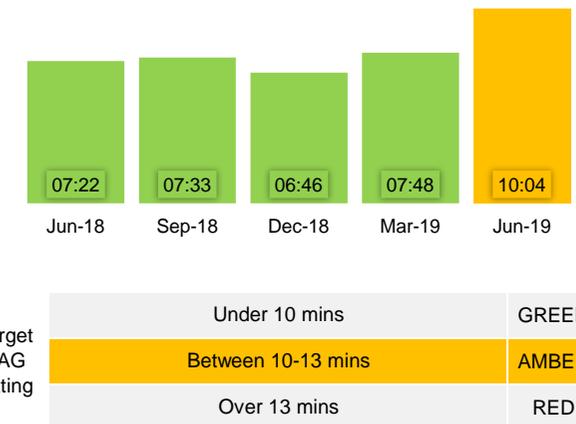
Since May 2018, all Berkshire Job Centres have been providing Universal Credit Full Service. The design of Universal Credit means that additional people will be counted in Claimant Count data and therefore these figures are likely to rise (irrespective of the performance of the local economy).

The changes mean the Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Office for National Statistics (ONS) are currently running a consultation on the design of a potential new measure.

3. Journey times

Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

10m 4s ↓



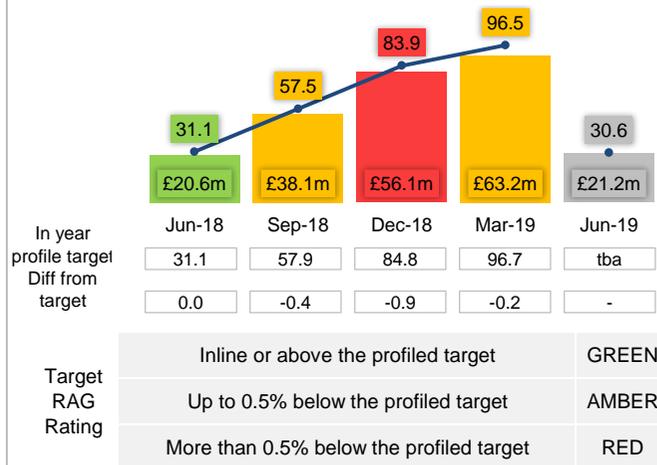
The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Jun-19 was 10 min 04 seconds. This is slower than the previous quarter of 7 min 48 seconds, and also slower than this time last year of 7 mins 22 seconds.

Some of the roadworks mainly on Windsor Rd (SBC works) which reduced the number of traffic lanes together with a number of incidents on the M4 resulting in traffic not being able to quickly access the motorway. Also we are finally drawing to close on the Windsor Road following repeated delays by utility companies.

Corporate Health Indicators

1. Council tax in year collection (amount & percentage rate accrued)

£21.2m
30.6%



Council tax is collected throughout the year, hence this is a cumulative measure.

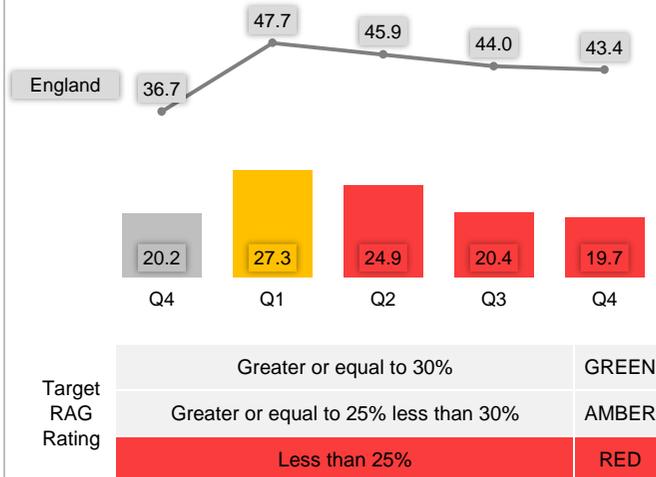
By the end of first quarter we achieved a collection rate of 30.6% of the expected in-year total, collecting £21.2m. This increased by £632,000 from the previous year.

As we are in the midst of Arvato Exit there is no agreed profiled target at this stage.

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2. Percentage of household waste sent for reuse, recycling or composting

19.7



Recycling rates have fallen due to the incidence of rejected loads at the Materials Recycling Facility. Residents are including items in their red bins which we are unable to recycle.

One red bin with items not on the list can lead to an entire lorry load of recycling being thrown into the incinerator as waste instead, at an additional cost. Currently almost a quarter of the items placed in red bins are things we can not recycle which means around 380 tonnes, or 76 lorry loads, of recycling has been burned in the first three months of this year. This costs SBC, and so residents, around £200 extra per day, £1,400 per week, £72,800 per year in additional disposal costs.

This summer we have launched our 'Just 4' campaign to encourage recycling more of the right things. As part of the campaign, households and people who use the public bins are being asked to only recycle glass, cans, plastic bottles and clean cardboard, newspaper and magazines.

3. Percentage of municipal waste sent to landfill

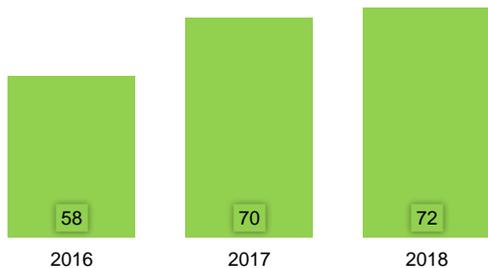
0.00



We remain in the top 5 for local authorities with the lowest amount of waste sent to landfill per annum.

4. SBC staff survey: percentage of staff proud to work for the council

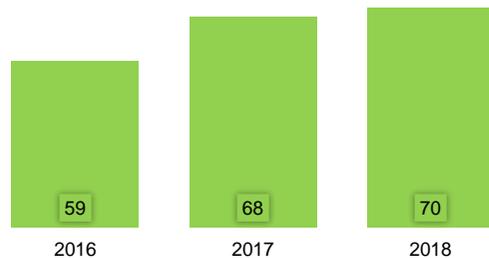
72% ↑



| | | |
|------------|---------------------------------------|-------|
| Target | Greater or equal to 72% | GREEN |
| RAG Rating | Greater or equal to 60% less than 72% | AMBER |
| | Less than 60% | RED |

5. SBC staff survey: percentage of staff rate working for the council as either good or excellent

70% ↑



| | | |
|------------|---------------------------------------|-------|
| Target | Greater or equal to 70% | GREEN |
| RAG Rating | Greater or equal to 60% less than 70% | AMBER |
| | Less than 60% | RED |

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Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

- The following activities were delivered:
- Staff survey results and comments collated and published on onsite as evidence base for action.
 - Directorate results fed back to DMTs and 3 key actions identified for each DMT, plus council-wide.
 - 2 SBC Heroes ceremonies held celebrating good work across council.
 - Success stories shared in Grapevine.
 - Transformation champions helping deliver corporate messages.

Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

- The following activities were delivered:
- Staff survey results and comments collated and published on onsite as evidence base for action.
 - Directorate results fed back to DMTs and 3 key actions identified for each DMT, plus council-wide.
 - Staff benefits leaflets given out to SBC heroes.
 - Transformation Roadshows - demonstration of CMT commitment to involve frontline staff and staff at remote sites.
 - Ongoing equalities work e.g. Stonewall Index.
 - Active Movement – investing in staff wellbeing.

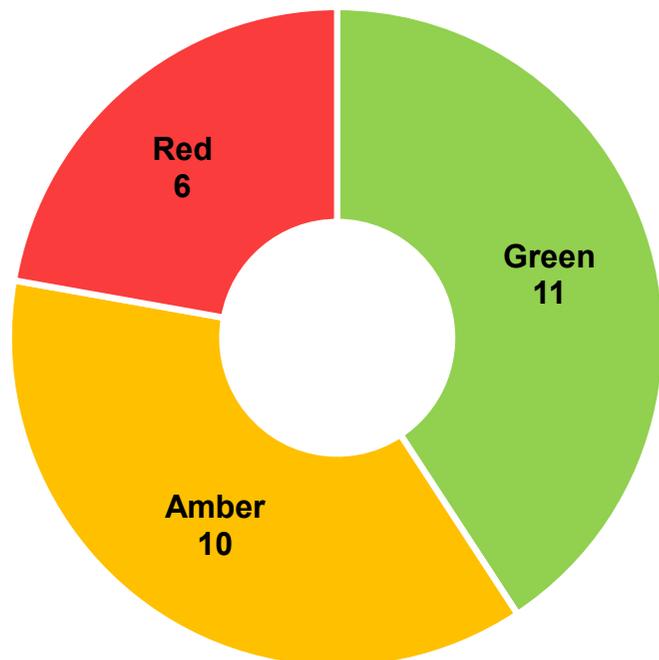
Project Portfolio

This section of the report provides a summary of progress on the range of projects currently being undertaken and monitored by the Programme Management Office.

The council runs a large number of projects throughout the year to deliver against the objectives laid out in our corporate plans. We grade these projects according to magnitude, taking into account a number of conditions including political importance, scale and cost.

Projects on the Portfolio represent key activity at the Council to deliver its strategic objectives including delivery of the Five Year plan. Projects are graded as Gold, Silver or Bronze.

Project Portfolio: Overall Status



At the end of Quarter 1 there were 27 live projects on the portfolio, graded as follows:

| | Gold | Silver | Bronze | Total |
|-------|------|--------|--------|-------|
| Qtr-1 | 10 | 10 | 7 | 27 |

Each project reports monthly on progress towards target deliverables, and a summary RAG judgement of status is provided for each to describe compliance with project timescale, budget, and any risks and issues, as well as an 'overall' RAG status.

Across all projects on the portfolio, 41% were rated overall as **Green** (11 projects), 37% were rated overall as **Amber** (10 projects) and 22% were rated overall as **Red** (6 projects).

The projects rated overall as **Red** were:

- Capita One Hosting – Education modules
- Haybrook School
- Highways & Transport Programme
- Server Migration
- Slough Academy
- Telephony

A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers.

Further details on the status of Gold projects (the most important ones) at end of Quarter 1 are set out below.

Arrows demonstrate whether the status is the same (↔), has improved (↑) or worsened (↓) since the previous highlight report:

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| Gold Project title | Timeline | Budget | Risks & Issues | Overall Status | Comments |
|---|------------|------------|----------------|----------------|--|
| Arvato Exit | Green ↔ | Amber ↓ | Amber ↔ | Amber ↔ | Programme has progressed to Gate (stage) two and work continues to prepare for transition of returning staff. |
| Building Compliance | Green ↔ | Green ↔ | Green ↑ | Green ↔ | Fire Risk Assessment - Further to the recent internal audit carried out by RSM Risk Assurance Services LLP, several actions were identified through the auditing process, all of these actions were given a medium priority and we have identified ownership responsibility with clear time deadline for completion. Building Management Compliance Resource – recruited to this role on a temporary basis. |
| Direct Services Organisation Commercialisation | Green ↔ | Green ↔ | Amber ↔ | Green ↔ | Restructure & Harmonisation - Job descriptions have been evaluated Highways – A high level plan has been developed however more detailed analysis of work requests needs to be concluded. |
| Grove Academy | Amber ↔ | Amber ↑ | Amber ↔ | Amber ↑ | Chalvey Nursery opened in temporary buildings on Chalvey Rec. Slough has acquired the 3rd party shop sites required for the land assembly for the school. The Department for Education (DfE) has acquired the former Nursery and Community Centre site from Slough and works have started on site. Details around the Special Educational Needs and Disabilities (SEND) resource unit have been finalised. |
| Highways and Transport Programme | Red ↔ | Green ↔ | Red ↔ | Red ↔ | On the A4 Cycle Route Junctions, works have commenced on Station Road. Utilities have been diverted on the Burnham Lane /A4 section. The West side of the junction are largely complete. Works are continuing at Langley station. Windsor Road Widening resurfacing is complete. |
| Hotel and Residential Development at the Old Library site | Green ↑ | Green ↑ | Green ↑ | Green ↑ | Contract close on 5th June for the mixed use development on the former Old Library Site comprising two Marriott International Hotels, 64 apartments and associated retail. |

| Gold Project title | Timeline | Budget | Risks & Issues | Overall Status | Comments |
|--|------------|------------|----------------|----------------|---|
| Housing Strategy – Homelessness Reduction | Green ↔ | Green ↔ | Green ↔ | Green ↔ | New Private Rented Sector (PRS) scheme launched helping more households into long term homes and preventing homelessness and rough sleeping in Slough with the extra funding from this grant. Rapid Rehousing Pathway funding application has been approved for full bid amount. A new landlords rent protection insurance funding has been secured a supplier is now being sourced. New ways of working have now been implemented into the policies and a central quality improvement system setup and approved. |
| Localities Strategy | Green ↔ | Green ↔ | Amber ↔ | Amber ↔ | New to the portfolio Ongoing discussions regarding the location of localities, including discussions with the Clinical Commissioning Group. |
| Slough Urban Renewal (SUR) projects | Green ↔ | Green ↔ | Amber ↔ | Amber ↔ | New to the portfolio Progress of commercial and community projects are reported on a bi-monthly basis. During this period SUR reported that at Wexham Green, Lovell have achieved practical completion and there remains 9 homes remaining to be sold (in stock). |
| Town Enhancement Programme - Clean, Safe, Vibrant | Green ↔ | Green ↔ | Amber ↔ | Green ↔ | Now a Gold Project on the Portfolio Businesses voted for the development of a Business Improvement District (BID) for Slough Commenced jet-wash work in the High Street. Replacement of all High Street lanterns to new LED efficient lanterns. Markets have been increased to twice a month. |

Background Papers:

Email programme.managementoffice@slough.gov.uk for a copy of Gold Project Highlight reports for this reporting period.

Key achievements this quarter:

Town Enhancement Programme - Clean, Safe, Vibrant

Businesses voted for the development of a Business Improvement District (BID) for Slough.

Celebrating our Town Centre Conference took place on 1st July 2019.

Hotel and residential Development at Old Library Site

Contract closed on 5th June for the mixed use development on the former Old Library Site comprising two Marriott International Hotels, 64 apartments and associated retail.

Key issues to be aware of:

Timeline

IT Programme – Server Migration and Telephony

Delay in project delivery – the objectives of the project along with ongoing risks and issues are being reviewed.

Capita Hosting Project

Project RAG moved to **Red** as project now on hold.

Slough Academy

There are delays to the implementation of the supporting technology.

Resources

DSO Project

Highways work pipeline i.e. list of highways schemes earmarked for self-delivery is outstanding. This is a dependency for the drafting of the new highways business case and could impact on the completion of that task.

Dependencies

Haybrook College

The project was delayed while market testing was being carried out for Marish School.

Key lessons from projects reviewed this quarter:

The council's Programme Management Office (PMO) routinely carries out 'End Project', 'Lessons Learned' and 'Benefits' reviews for key projects. This learning has been helpful to project managers implementing projects of a similar nature.

In the last quarter, the PMO undertook an End Project Review and recommendations included:

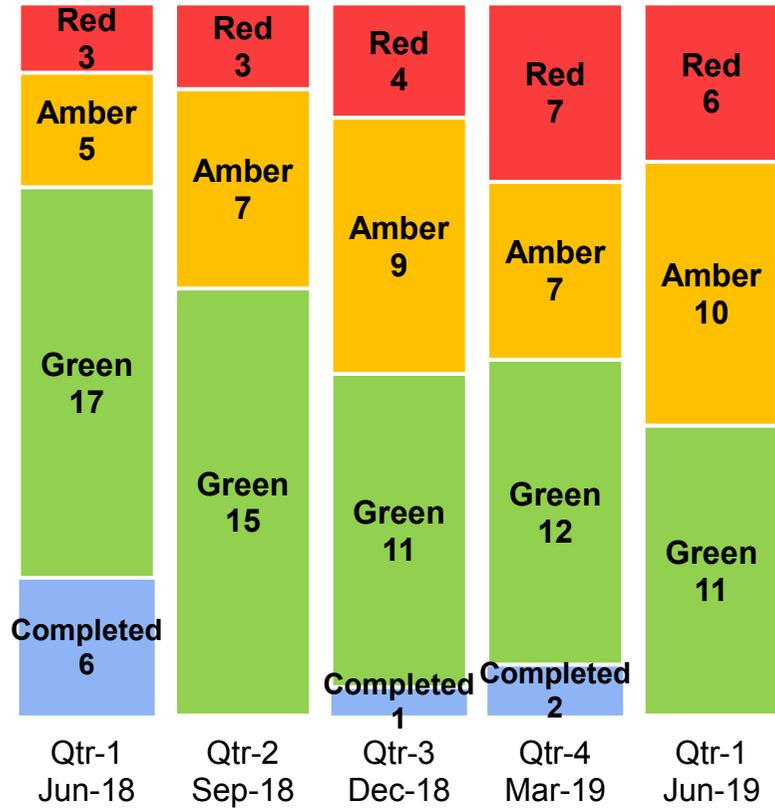
- Establish at business case stage how benefits will be measured and evidenced for both internal & external purposes.
- Schedule school building projects in one, rather than multiple phases taking a whole school approach and expand school support spaces and infrastructure to match the new capacity.
- A strong working relationship and continuity of project manager contributes to successful project delivery.

Be aware that many school projects are time limited over the summer so timelines need to be planned accordingly.

Comparison with previous quarter:

The bar chart compares the proportion of projects assigned a RAG status at quarterly intervals.

Project Portfolio: Overall Status



Key areas of improvement:

Grove Academy

The overall RAG status has improved from **Red** to **Amber**. Works have started on site.

Hotel and residential Development at Old Library Site

The overall RAG status has improved from **Amber** to **Green**. Issues have been resolved and contract close achieved.

Key areas of noteworthy concern:

DSO project

The overall RAG status has dropped from **Green** to **Amber**. Delays in completing highways work pipeline.

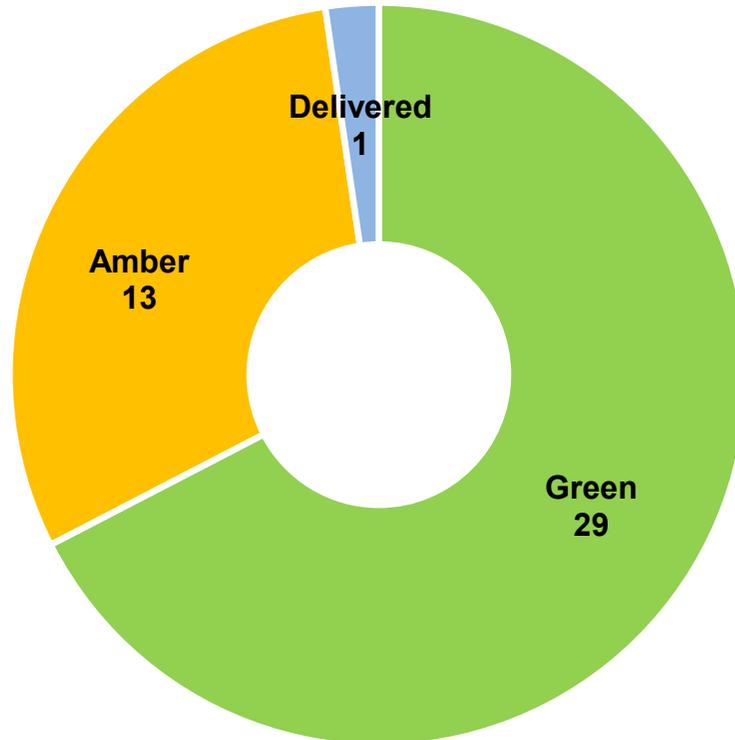
Agresso

The overall RAG status has dropped from **Green** to **Amber**. Delays due to year end financial closedown.

Manifesto Commitments

The final section of the report provides a summary of progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 1 i.e. 30th June 2019.

Manifesto Pledges: Overall Status



There are 43 Manifesto pledges across the key areas.

At the end of quarter 1, 67% (29 pledges) were rated overall as **Green** as achieving or on schedule and 30% (13 pledges) were rated overall as **Amber**, signifying as working towards and 2% (1 pledge) was reported as delivered. None of the pledges were rated overall as **Red**.

Key achievements this quarter:

The following Manifesto pledge was reported as delivered this quarter:

- We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough

Key issues to be aware of:

None of the Manifesto pledges were rated overall as **Red** this quarter.

The table beneath summarises progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 1 i.e. 30th June 2019.

Further details on the actions taken can be found in the Appendix.

PARKING AND TRANSPORT

| | Manifesto Pledge | Date for Delivery | RAG |
|---|--|--------------------------------------|-------|
| 1 | We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area | February 2019 November 2019 | GREEN |
| 2 | We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4 | Summer 2020 | GREEN |
| 3 | We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement | August 2019 May 2019 June 2019 | GREEN |
| 4 | We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution | Between Q2-Q4 2019/20 | GREEN |
| 5 | We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes | Q3 2019/20 | GREEN |
| 6 | We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes | Ongoing | GREEN |

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ENVIRONMENT AND OPEN SPACES

| | Manifesto Pledge | Date for Delivery | RAG |
|----|--|---|-------|
| 7 | We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards | Sept 2019 | GREEN |
| 8 | We will work with partners to expand our popular free 'community work outs' to more locations across Slough | Ongoing throughout 2019/20 | GREEN |
| 9 | We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees | Ongoing First tranche Oct-19 to Mar-20 | AMBER |
| 10 | We will begin work on a major environmental urban wetland project in Salt Hill Park | March 2020 | AMBER |
| 11 | We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects | September 2019 | GREEN |

| | | | |
|----|---|---------------|-------|
| 12 | We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents | November 2019 | AMBER |
| 13 | We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister | Ongoing | AMBER |

HOUSING AND NEIGHBOURHOODS

| | Manifesto Pledge | Date for Delivery | RAG |
|----|---|----------------------------|-------|
| 14 | We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme | March 2020 | GREEN |
| 15 | We will invest £8 million to provide additional decent, affordable rented homes in Slough | March 2020 | GREEN |
| 16 | We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing | January 2020 | GREEN |
| 17 | We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives | March 2020 | GREEN |
| 18 | We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time | March 2020 | GREEN |
| 19 | We will help establish and facilitate a private tenants' association to give private renters a voice | First meeting October 2019 | GREEN |

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HEALTH AND LEISURE

| | Manifesto Pledge | Date for Delivery | RAG |
|----|--|---------------------------|-------|
| 20 | We will work with dentists and health partners to improve local children's oral health | March 2020 | AMBER |
| 21 | We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment | Ongoing | GREEN |
| 22 | We will work with our residents, service users and partners to set up a network to jointly design future health and social care services | Ongoing | GREEN |
| 23 | We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park | June 2019 October 2019 | AMBER |
| 24 | We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20 | March 2020 Autumn 2019 | GREEN |
| 25 | We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents | Ongoing | AMBER |

CUSTOMER SERVICES & COMMUNITY HUBS

| | Manifesto Pledge | Date for Delivery | RAG |
|----|---|--------------------------------------|------------|
| 26 | We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests | IT Insourcing due 31Oct 2019 | GREEN |
| 27 | We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham | New Chalvey School and hub June 2020 | GREEN |
| 28 | We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre | Ongoing | AMBER |
| 29 | We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app' | Ongoing | GREEN |
| 30 | We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services | Ongoing September 2019 | GREEN |
| 31 | We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage | Ongoing Autumn 2019 | GREEN |

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REGENERATION AND THE TOWN

| | Manifesto Pledge | Date for Delivery | RAG |
|----|---|--------------------------|------------|
| 32 | We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site | Ongoing | GREEN |
| 33 | We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site | Ongoing | GREEN |
| 34 | We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory | Ongoing | AMBER |
| 35 | We will redevelop the former Alpha Street car park site to provide new affordable homes | December 2020 | AMBER |
| 36 | We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place | Ongoing | AMBER |
| 37 | We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre | March 2021 | GREEN |

CHILDREN & YOUNG PEOPLE AND SKILLS

| | Manifesto Pledge | Date for Delivery | RAG |
|----|---|--------------------------|------------|
| 38 | We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision | 2021-2022 | GREEN |
| 39 | We will facilitate a brand new through-school with community sports provision in Chalvey | October 2020 | AMBER |
| 40 | We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25 | Ongoing | AMBER |
| 41 | We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough | COMPLETED | ✓ |
| 42 | We will launch the 'Slough Academy' giving our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on | Ongoing | GREEN |
| 43 | We will work with our partners to lower the exposure of our children and young people to youth violence and gang related activity | June 2019 Ongoing | GREEN |

Performance Indicator Key

Direction of travel

The *direction* of the arrows shows if performance has improved, declined, or been maintained relative to the previous quarter or same period in previous year.

| | | |
|----------------------|-------------------------------|----------------------|
| ↑ | ↔ | ↓ |
| Performance improved | Performance remained the same | Performance declined |

For example for overall crime rate indicator where good performance is low:

- A decline in the crime rate would have an upwards arrow ↑ as performance has improved in the right direction.
- An increase in the crime rate would have a downwards arrow ↓ as performance has declined.

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Performance against target

The *colour* of the arrow indicates performance against target for each KPI.

Black arrows are used for indicators where performance has changed but no target has been defined.

| | | | |
|------------------------|------------------------|-----------------------------|--------------------|
| GREEN | AMBER | RED | GREY |
| Met or exceeded target | Missed target narrowly | Missed target significantly | No target assigned |

Targets and criteria for RAG status are shown for each indicator.

Benchmarking rankings compared to other councils are shown below each chart, where comparisons are available:

| | |
|------------|---|
| Dark Green | Local performance is within the top quartile |
| Green | Local performance is within the 2nd quartile |
| Amber | Local performance is within the 3rd quartile |
| Red | Local performance is within the bottom quartile |

Glossary

Outcome 1

1. Percentage of child protection plans started in the past year that were repeat plans within 2 years

The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, within the last 2 years. Good performance is generally low.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage

This metric is the percentage attainment gap at early years foundation stage between the achievement of the lowest 20 per cent of achieving children in an area (mean) and the score of the median child in the same area across all the Early Learning Goals (ELGs) in the Early Years Foundation Stage Profile (EYFSP) teacher assessment.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 2 it is based on the percentage of pupils achieving the expected standard or above in reading, writing and maths.

4. The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 4 it is based on the percentage of pupils achieving grades 9-5 in English and mathematics GCSEs.

5. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

This is the number of 16 and 17-year olds who are not in education, employment, or training (NEET) or their activity is not known, expressed as a proportion of the number of 16 and 17-year-olds known to the local authority (i.e. those who were educated in government-funded schools). Refugees, asylum seekers and young adult offenders are excluded.

The age of the learner is measured at the beginning of the academic year, 31 August. The annual average is calculated covering the period from December to February.

Outcome 2

6. Number of adults managing their care and support via a direct payment

Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

7. Uptake of targeted health checks: The percentage of the eligible population aged 40-74 who received a NHS Health Check

The NHS Health Check is a health check-up for adults aged 40-74, designed to spot early signs of conditions such as stroke, kidney disease, heart disease, type 2 diabetes and dementia, and to offer ways to reduce the risk of developing these conditions.

Health Checks are offered by GPs and the local authority, and Slough is seeking to promote a greater engagement amongst residents in taking up this offer. <https://www.nhs.uk/conditions/nhs-health-check/>

8. Number of people inactive: 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

This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England. <https://activelives.sportengland.org/>

Outcome 3

9. Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)

This metric records the total number of Gateway sites surveyed for litter by each grade in the reporting period.

There is no statutory definition of litter. The Environmental Protection Act 1990 (s.87) states that litter is 'anything that is dropped, thrown, left or deposited that causes defacement, in a public place'. This accords with the popular interpretation that 'litter is waste in the wrong place'.

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations.

It is calculated as: $((T + (Tb/2))/Ts)*100$ where:

T = number of sites graded C, C- or D for each individual element

Tb = number of sites graded at B- for each individual element

Ts = total number of sites surveyed for each element

Grades are:

- Grade A is given where there is no litter or refuse;
- Grade B is given where a transect is predominantly free of litter and refuse except for some small items;
- Grade C is given where there is a widespread distribution of litter and refuse, with minor accumulations; and
- Grade D where a transect is heavily littered/covered in detritus with significant accumulations or there is extensive graffiti/fly posting likely to be clearly visible and obtrusive to people passing through.

10. Crime rates per 1,000 population: All crime

This measure includes all crimes recorded by the police (with the exception of fraud which is recorded centrally as part of Action Fraud) calculated as a rate per 1,000 population. This data is updated on a quarterly basis.

Outcome 4

11. Number of homeless households accommodated by SBC in temporary accommodation

Measure is the number of homeless households being accommodated on the last day of the quarter. It is a “snapshot” of the position on a single day, not the number of placements made during the time period.

12. Number of permanent dwellings completed in the borough during the year

Measure is a net count of all new dwellings added to the stock within the Borough of Slough each year. ‘Net additions measure the absolute increase in stock between one year and the next, including other losses and gains (such as conversions, changes of use and demolitions).’ (<https://www.gov.uk/government/statistical-data-sets/live-tables-on-net-supply-of-housing>).

13. Number of licenced mandatory Houses in Multiple Occupation (HMOs)

Measure is a count of total licenced mandatory HMO properties at the end of the quarter. A HMO is a rented property which consists of three or more occupants, forming two or more households where there is some sharing of amenities or where the units of accommodation lack amenities, such as bathrooms, kitchens or toilets. All HMOs with five or more tenants, forming more than one household, must have a council granted HMO licence, regardless of the height of the building (<http://www.slough.gov.uk/business/licences-and-permits/property-licensing.aspx>).

14. Number of empty properties brought back into use (by council intervention)

Measure is the number of empty private sector properties brought back into use by council intervention over the given time period. ‘Council intervention’ refers to Compulsory Purchase Orders, Empty Dwelling Management Orders, informal intervention/ negotiation and a grant system which allows property owners to apply to the Local Authority for financial assistance of up to £15,000 to bring their property into use. The assistance is provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

Outcome 5

15. Business rate income: Business rate in year collection (amount & percentage rate accrued)

This is the amount of non-domestic rates that was collected during the year, expressed as a percentage of the amount of non-domestic rates due. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.

16. Access to employment: Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits

The Claimant Count is the number of people claiming benefit principally for the reason of being unemployed. This is measured by combining the number of people claiming Jobseeker's Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed. Claimants declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made.

Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

17. Journey times: Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

This measure calculated the average journey time taken from Heart of Slough to M4 junction 6 Monday to Friday between 16:30 to 18:30. The timings are measured from the centre of the Heart of Slough junction - there are two measuring units either side of the main X-roads on the central islands – and ends on the A355 Tuns Ln about 20m before the M4 J6 Roundabout. These times are taken from recorded (Bluetooth) journeys made between 16:30-18:30 Monday to Friday each day of each month and are averaged over the month with no adjustments made for holidays, road-works, or other traffic issues.

Corporate Health

18. Percentage of household waste sent for reuse, recycling or composting

This metric calculates the percentage of household waste sent by the authority for reuse, recycling, composting or anaerobic digestion. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992.

19. Percentage of municipal waste sent to landfill

This metric calculates the percentage of municipal waste which is sent to landfill. Denominator (Y): Total tonnage of municipal waste collected by the authority (or on behalf of the authority). The scope of municipal waste is the same as the European Union Landfill Directive and Landfill Allowances Trading Scheme (LATS). Numerator (X): Municipal waste to landfill includes residual waste sent directly to landfill and that which was collected for other management routes (e.g. recycling, composting, reuse, Mechanical Biological Treatment) but subsequently sent to landfill.

20. SBC staff survey: percentage of staff proud to work for the council

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

21. SBC staff survey: percentage of staff rate working for the council as either good or excellent

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

22. Council tax in year collection (amount & percentage rate accrued)

This metric is a rate of total receipts of council taxes collected in the year to date expressed as a percentage of the total council tax due for the year. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.

Slough Borough Council

Appendix B:

Manifesto Commitments 2019/20

2019/20 – Quarter 1

(April to June 2019)

Strategy and Performance

PARKING AND TRANSPORT

| | Manifesto Pledge | Date for delivery | Actions taken | RAG |
|---|--|------------------------------------|---|-------|
| 1 | We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area | February 2019 November 2019 | Stage 1 of the transport vision has been completed and approved by Cabinet. Stage 2 has been commissioned and will look at the detail, where the corridors will start and end together with the impacts and mitigation requirements. This task will be completed by November 2019. | GREEN |
| 2 | We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4 | Summer 2020 | Detailed design is underway and work is due to start on site for the MRT extension during Q2/Q3. Park and Ride: Land acquisition progressing with land owner and discussions with Highways England continuing. | GREEN |
| 3 | We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement | August 2019 | In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Free pilot for MRT users is currently underway which ends in August. Bus Lane enforcement is underway. | GREEN |
| 4 | We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution | Between Q2-Q4 2019/20 | Tenders back for supported service 4 and 6 includes minimum standard of EuroVI. Electric and Gas powered buses being discussed with Heathrow on routes 7 and 703. | GREEN |
| 5 | We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes | Q3 2019/20 | Locations currently being looked at to ensure maximum usage. Officers will be firming up positions over the summer before the stations go in. | GREEN |

| | | | | |
|---|--|---------|--|-------|
| 6 | We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes | Ongoing | Potholes, defects being picked up via inspections and complaints, works orders raised, Resurfacing scheme designs completed to delivery by October 2019. | GREEN |
|---|--|---------|--|-------|

ENVIRONMENT AND OPEN SPACES

| | Manifesto Pledge | Date for delivery | Actions taken | RAG |
|----|--|---|---|-------|
| 7 | We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards | Sept 2019 | Tender awarded to the Great Outdoor Gym Company. Installation will take place throughout August/September. | GREEN |
| 8 | We will work with partners to expand our popular free 'community work outs' to more locations across Slough | Ongoing throughout 2019/20 | Big Community Workout will continue to be held in Salt Hill and Manor Park. In partnership with Everyone Active offer instructor led sessions at other green gym venues. | GREEN |
| 9 | We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees | Ongoing First tranche Oct-19 to Mar-20 | We are working with partners in the DSO to identify trees lost and are in the process of jointly applying to the government's Urban Tree Challenge programme to gain funding. Audit under way and to be completed by end of August. Planting will commence in the autumn of 2019 to ensure first tranche of trees are established before spring 2020. Funding to be identified for trees that fall outside Urban Tree Challenge parameters and match funding for UTC. | AMBER |
| 10 | We will begin work on a major environmental urban wetland project in Salt Hill Park | March 2020 | Works are planned and currently awaiting planning consent which is expected to have by August. Commencement of works planned to commence in September and to be completed by March 2020. | AMBER |
| 11 | We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects | September 2019 | Moray Drive to open in September 2019 with all plots let out through the existing waiting list. | GREEN |

| | | | | |
|----|---|---------------|--|-------|
| 12 | We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents | November 2019 | Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues. Work is progressing with our IT section and an App provider to introduce a reporting App for Fly Tipping and other street cleansing issues | AMBER |
| 13 | We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister | Ongoing | Phased project to test different approaches to community development. Currently undertaking needs analysis in each of the areas and will be aligning these with other Insite information to have a holistic view of needs. This will be followed by a launch of the initiative in each of the respective areas and an action plan co-produced with the local community and partners. | AMBER |

HOUSING AND NEIGHBOURHOODS

| | Manifesto Pledge | Date for delivery | Actions taken | RAG |
|---------|--|-------------------|--|-------|
| Page 48 | 14 We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme | March 2020 | <p>The neighbourhood scrutiny committee in June were updated on the development program of potential new homes over the next 3 years by ward and by phase.</p> <p>Site Assessment 23 under review Design 38 projects potential 282 units Planning 4 projects 321 homes Commissioning 2 projects 68 homes Construction 12 projects 64 homes last SUR 2014 program</p> <p>The Rochford Garden site is undergoing complete redesign as the site condition and existing proposals were not compliant with building control. The objective to provide specialist accommodation for people with learning disabilities remains and the architects and team are aware of the priority to deliver the scheme.</p> | GREEN |
| | 15 We will invest £8 million to provide additional decent, affordable rented homes in Slough | March 2020 | The investment program was outlined to June Neighbourhood & Community Services Scrutiny Panel, a program of 4000 electrical works 1000 completed to date, in excess of 450 new boilers of which 177 completed, ongoing fire risk assessment £3m value of works due to be completed by the autumn, £1m garage & asbestos removal works are underway. | GREEN |

| | | | | |
|----|---|----------------------------|---|-------|
| 16 | We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing | January 2020 | Proposal for progressing the change of the councils existing Development Initiative Slough Homes (D.I.S.H.) to becoming a tenant led initiative. Details are with solicitors that are intended to amend existing company articles of the DISH to modernise and prepare proposals for a council led Registered Provider dedicated to realisation of tenant led housing initiatives. | GREEN |
| 17 | We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives | March 2020 | Rough Sleeper Outreach Team fully engaged with rough sleepers. Currently working up plans to tackle rough sleepers in car parks in the Town Centre. | GREEN |
| 18 | We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time | March 2020 | <p>There is a significant investment programme underway which includes a focus on addressing compliance works identified as part of the Fire Risk Assessments undertaken across housing blocks. This includes environmental improvements across our ex-sheltered housing schemes for older people, which are currently being designed.</p> <p>Repairs and maintenance works continue to be delivered with an average of 1,300-1,400 repairs being actioned per month.</p> <p>The 3 month pilot for the Repairs App was launched in February 2019, feedback from residents to be used to enhance/amend the App before launching to all residents. A pilot including a sample of 100 residents were enlisted and a workshop, App support manual and telephone assistance provided to support App users to log repairs for the top ten repairs. The App allows users to not only see their new repair in real time, but also their repairs history.</p> <p>To date, use of the App by the pilot group has been very low. The customer experience group and resident engagement team in Housing (People) Services are currently considering actions to encourage use of the App, identify additional members for the pilot group.</p> | GREEN |
| 19 | We will help establish and facilitate a private tenants' association to give private renters a voice | First meeting October 2019 | First meeting to take place in October 2019. The plan is to facilitate at least 2 meetings a year unless the established group decides meetings more frequently. | GREEN |

HEALTH AND LEISURE

| | Manifesto Pledge | Date for delivery | Actions taken | RAG |
|----|--|---|--|-------|
| 20 | We will work with dentists and health partners to improve local children's oral health | March 2020 | As part of the Early Years Health Improvement agenda (funded by Public Health), the Early Years and Prevention Service are working with a range of partners across the early years sector to secure oral health accreditation awarded by the Oxfordshire Oral Health Team. The council's children's centres are supporting setting across Slough as they have already secured gold accreditation. | AMBER |
| 21 | We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment | Ongoing | <p>We will continue to develop co-produced asset based approaches and which contribute to building more community resilience, which supports better mental and physical health. This will be further developed through the Recovery College network and in partnership with colleagues from SPACE consortium and the Well-Being social prescribing service.</p> <p>The approach will focus on the success of the Independent Placement Support (IPS) service which proactively supports people in finding employment. The co-produced approach will include a bespoke Mental Health website platform that will be informative about many elements of health promotion and how to get involved across the town.</p> | GREEN |
| 22 | We will work with our residents, service users and partners to set up a network to jointly design future health and social care services | Ongoing | <p>Network has been established, 3 meetings have been held and a contract for network members has been developed. A number of projects are being considered for co-design. The group is undertaking a training programme in anticipation of beginning work on these.</p> <p>For Q1 the initial project for co-production to have been selected. Contract signed. Training programme to have been progressed.</p> | GREEN |
| 23 | We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park | <p>June 2019</p> <p>June 2019</p> <p>October 2019</p> | <p>On 22nd June 2019 we had the Great Get Together in Herschel Park with more than 1,000 people attending.</p> <p>On 23rd June the 5k fun run took place in Upton Court Park with more than 360 people taking part in addition to 26 young volunteers and 5 adult volunteers.</p> <p>Half Marathon options are being explored. Dates for Half Marathon to be identified by Oct 2019.</p> | AMBER |

| | | | | |
|----|--|-------------------------------|---|-------|
| 24 | We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20 | March 2020 Autumn 2019 | SBC, working with the Safer Slough Partnership, delivered a media campaign focused on Modern Slavery. The campaign called 'closer than you think' produced a 400% increase in calls to the Modern Slavery Helpline and won the Clear Channel, Social Impact Award (National media awards), thus helping to raise the profile of Slough as Town working to tackle hidden harm. The Choices programme is now being delivered in 21 of 30 primary schools in Slough. The secondary school programme development is underway, with the programme going live in across Slough in the Autumn 2019. | GREEN |
| 25 | We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents | Ongoing | <p>Health Beliefs research of how Slough residents feel about their health is almost complete and due to report in late September 2019. Smoking rates have markedly increased especially amongst routine and manual workers (up from 26% to 36% since last year). Public Health have increased funding for quit support but are in the process of seeking additional external funding to deal with the increased need.</p> <p>NHS Health Checks: Better data recording has improved uptake and there has been work to reach routine and manual workers in particular via Slough workplaces.</p> <p>Obesity: Public Health have been expanding Active Movement behaviour change into more early years settings, schools and Slough Borough Council to help tackle obesity which disproportionately affects lower socio-economic and BME groups.</p> <p>An audit to review our practice of tackling health inequalities in Slough against newly published guidance on evidence-based 'best practice' is planned to start in Q2.</p> | AMBER |

CUSTOMER SERVICES & COMMUNITY HUBS

| | Manifesto Pledge | Date for delivery | Actions taken | RAG |
|--|------------------|-------------------|---------------|-----|
|--|------------------|-------------------|---------------|-----|

| | | | | |
|----|---|---|---|-------|
| 26 | We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests | IT Insourcing due 31 Oct 2019 Investment Projects – to be decided in conjunction with Transformation | Arvato contract Exit activities progressing to scheduled date of 31st October. Due diligence activities underway on transferring infrastructure, contracts and identifying staffing requirements. Priority projects continuing with Arvato (mainly 25 Windsor Road related). Due Diligence activities will identify where investment is required and identify key remedial work to stabilise the infrastructure prior to transformation. Investigation ongoing into new Customer Experience Digital platform. | GREEN |
| 27 | We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham | New Chalvey School and hub June 2020 | Locality Hub Delivery Board set up, two meetings have taken place with discussions and input from different service areas in relation to next steps. Work continuing to build the new Chalvey School and hub, the programme remains on schedule with a completion date of June 2020. | GREEN |
| 28 | We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre | Ongoing | Established the Slough Town Association of Residents (STAR) group to help inform, shape and engage with us on Clean Safe Vibrant TC Programme as well as the Town Centre Vision. | AMBER |
| 29 | We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app' | Ongoing | Explore Slough App went live on 24 June 2019. Working with businesses to ensure we keep offers live and plentiful. | GREEN |
| 30 | We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services | Ongoing September 2019 | We have seen a significant increase in LGBT+ ceremonies this year with 6 during 2019 so far. Last year the total was 3. We make sure that anyone marrying or celebrating their civil partnership have an welcoming and special experience. Preparation for marketing campaign to focus on 2020 session and incorporate new venues. | GREEN |

| | | | | |
|----|--|------------------------|---|-------|
| 31 | We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage | Ongoing Autumn 2019 | A feasibility study to be prepared for Adelphi and carpark. | GREEN |
|----|--|------------------------|---|-------|

REGENERATION AND THE TOWN

| | Manifesto Pledge | Date for delivery | Actions taken | RAG |
|----|---|-------------------|--|-------|
| 32 | We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site | Ongoing | Work is progressing on all schemes with a major focus being the emerging town centre framework masterplan. | GREEN |
| 33 | We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site | Ongoing | Construction has begun on site and works are scheduled for completion by spring 2021. | GREEN |
| 34 | We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory | Ongoing | Ongoing discussions with ADIA in partnership working and wider visioning work for the Town Centre, not just a site by site vision. Berkeley Group have submitted their planning application for the Horlicks site end June 2019. Community Engagement work is underway. | AMBER |
| 35 | We will redevelop the former Alpha Street car park site to provide new affordable homes | December 2020 | The site is being developed by Slough Urban Renewal, comprising of 14 units of 1 and 2 bedrooms. Construction onsite is expected to commence in November 2019 with a view to handover in December 2020. | AMBER |

| | | | | |
|----|--|------------|--|-------|
| 36 | We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place | Ongoing | Exploring options for a Social Enterprise Quarter, Food & Beverage and Cultural meanwhile uses in the shopping centre which encourages local groups to occupy empty units and influence the increase of footfall in the area. | AMBER |
| 37 | We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre | March 2021 | Public Realm design underway and negotiations with Net Rail and GWR to construct the forecourt are continuing. Paths to connect the Town Centre and rail station are being secured through the planning process with the SUR Stoke Wharf scheme plus a new footbridge across the canal. | GREEN |

CHILDREN & YOUNG PEOPLE AND SKILLS

| | Manifesto Pledge | Date for delivery | Actions taken | RAG |
|----|---|-------------------|---|-------|
| 38 | We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision | 2021-2022 | £11.5m spent in Q1 on providing a site for Grove Academy and an expansion of places at Langley Grammar School. £250K spent providing new SEND Resource Unit at Marish Primary Academy. £165K spent on providing refurbished buildings for Haybrook College and Littledown School. | GREEN |
| 39 | We will facilitate a brand new through-school with community sports provision in Chalvey | October 2020 | In Q1, Slough completed the acquisition of 2 shop/residential sites on Chalvey High Street and disposed of them to the DfE to create the playing fields for the new school. Work is continuing on refurbishment of the Orchard Community Centre, recently another site has been identified, for accommodating community groups during the construction phase. The former Chalvey Community Centre and Chalvey Nursery buildings have been demolished and construction of the new school and Chalvey Hub have started on site. | AMBER |

| | | | | |
|----|---|--------------------------|---|---|
| 40 | We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25 | Ongoing | Ongoing discussions with SCST to finalise offer by September 2019. | AMBER |
| 41 | We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough | Financial Year 2019-2020 | Manifesto Pledge has been met Secured revenue funding of £1.4 million growth for SCST Children's Services. This was approved by Cabinet in February 2019. |  |
| 42 | We will launch the 'Slough Academy' giving our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on | Ongoing | Slough Academy was launched in Nov-18 and currently promotes apprenticeship opportunities to all SBC colleagues through internal communications. Apprenticeship opportunities not filled internally are promoted through communications externally in Slough. In quarter 1, 8 apprenticeships were advertised which are currently at interview stage. | GREEN |

REPORT TO: Overview and Scrutiny Committee

DATE: 14th November 2019

CONTACT OFFICER: Neil Wilcox: Director of Finance & Resources (Section 151 Officer)

(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr Akram, Cabinet Member for Governance and Customer Services

PART I
COMMENT AND CONSIDERATION

REVENUE FINANCIAL BUDGET MONITORING REPORT – 2019-20 (QUARTER 1 APRIL TO JUNE 2019)

1 Purpose of Report

This report provides the Overview and Scrutiny Committee with an update on the financial position of the Council's revenue account for the first quarter (April to June) of the 2019-20 financial year.

2 Recommendation(s)/Proposed Action

The Overview and Scrutiny Committee is requested to comment and consider the report.

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

| Risk | Mitigating action | Opportunities |
|-------------------|---|----------------------|
| Legal | N/A | N/A |
| Property | N/A | N/A |
| Human Rights | N/A | N/A |
| Health and Safety | N/A | N/A |
| Employment Issues | No Additional actions post budget setting | None |
| Equalities Issues | Any Equality issues were | N/A |

| | | |
|------------------------|---|--|
| | considered as part of the budget setting process and EIA's were produced where appropriate. An EIA will be produced where required during the financial year. | |
| Community Support | N/A | N/A |
| Communications | Officers at SBC have been liaising with DfE, SCST and LGA Officials regarding the current SCST financial position and its potential impact on SBC. | N/A |
| Community Safety | N/A | N/A |
| Financial | The financial risks to the Council, if there is an overspend at year end, are clearly set-out within the report. | This monitoring report covers the first quarter of the 19/20 financial year and presents end of financial year projections. Decisions taken by SBC now will have a positive impact on the actual end of year financial position. |
| Timetable for delivery | The Council is required to set a balanced 2020/21 revenue budget at a full Council meeting in February 2020. | The Council has six months to develop realistic budget proposals. |
| Project Capacity | The LGA are providing pre-planned support to SCST/SBC which includes a review of SCST's financial position. | N/A |
| Other | N/A | N/A |

(c) Human Rights Act and Other Legal Implications
None.

(d) Equalities Impact Assessment
There is no identified need for the completion of an EIA.

5. THE FORECAST (YEAR END) POSITION 2019/20

COUNCIL SUMMARY

5.1 The 2019/20 approved net budget for the Council is £106.625m. At Quarter 1, the forecast year end position for all Council run services is an overspend of £1.641m (1.54%). However, based on recent information received from the Slough Children's Services Trust (SCST) the Section 151 officer believes, to ensure visibility, SCST's financial position should also be included in the revenue monitor.

- 5.2 When SCST's forecast financial position is included, the Council's current exposure to financial risk is an estimated net expenditure forecast for the year of £116.266m. This represents a potential budget overspend of £9.641m which is 9.04% above the approved budget.
- 5.3 The current position, including SCST, is summarised in the table below with full details shown in Appendix A.

| SUMMARY - GENERAL FUND FORECAST (YEAR END) POSITION 2019-20 | | | |
|--|------------------------------|-------------------------|---------------------------|
| Directorate | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Adult & Communities | 41.031 | 41.883 | 0.852 |
| Children Learning & Skills (excl SCST) | 7.441 | 7.979 | 0.538 |
| Slough Childrens' Service Trust (SCST) | 27.038 | 30.738 | 3.700 |
| Maximum provision for SCST advance payment | 0.000 | 4.300 | 4.300 |
| Regeneration | 4.723 | 5.351 | 0.628 |
| Finance & Resources | 10.247 | 9.738 | (0.509) |
| Chief Executive Office | 14.247 | 14.260 | 0.013 |
| Total | 104.727 | 114.249 | 9.522 |
| % of revenue budget over/(under) spent | | | 9.09% |

| | | | |
|---|----------------|----------------|--------------|
| Non Departmental Services ¹ | 1.898 | 2.017 | 0.119 |
| Total (Incl Non Departmental Services) | 106.625 | 116.266 | 9.641 |
| % of budget over/(under) spent | | | 9.04% |

- 5.4 The Council has instituted spending controls for all areas, other than statutory activities, in case it is not possible for SCST to reduce its overspend to nil in the current year.

Budget Changes

- 5.5 There have been no budget virements between directorates in the 1st quarter of 2019/20.

Adults & Communities

- 5.6 The Directorate's approved budget is £41.031m with a net expenditure forecast of £41.883m. This represents a budget pressure of £0.852m, (which is 2.08% of the approved budget). There have 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.

Management Action

- 5.7 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 its approved budget. As a result, a plan to reduce cost and maximise income has been developed. This is currently expected to yield savings totalling £2.710m giving a projected overspend forecast for the Directorate of £0.852m which is 2.08% of the revised approved budget. A summary of the Directorate's latest budget position is shown below.

¹ Includes interest payments to finance the capital programme and investment receipts.

| ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service - Adults & Communities | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Adult Social Care | 34.902 | 35.903 | 1.001 |
| Public Health | (0.612) | (0.612) | 0.000 |
| Communities and Skills | 6.276 | 6.125 | (0.151) |
| Enforcement and Regulation | 0.465 | 0.467 | 0.002 |
| Total | 41.031 | 41.883 | 0.852 |

Children, Learning & Skills and Slough Childrens Trust

- 5.8 The Directorate's net controllable Revenue Budget for 2019/20 is **£34.479m** inclusive of the Dedicated Schools Grant (DSG). The budget comprises £7.441m for Children, Learning and Skills and £27.038 for Slough Childrens Trust.

| CHILDREN, LEARNING & SKILLS - FORECAST (YEAR END) POSITION 2019-20 | | | |
|---|------------------------------|-------------------------|---------------------------|
| Directorate – Children, Learning & Skills | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Directorate Services | 1.803 | 1.741 | (0.062) |
| Slough Children's Service Trust (SCST) | 27.038 | 30.738 | 3.700 |
| Maximum provision for SCST advance payment | 0.000 | 4.300 | 4.300 |
| Inclusion | 0.563 | 0.647 | 0.084 |
| Schools | 3.363 | 4.188 | 0.825 |
| Early Years and Prevention | 2.049 | 1.740 | (0.309) |
| Sub Total | 34.816 | 43.354 | 8.538 |
| Dedicated Schools Grant (DSG) | (0.337) | (0.337) | 0.000 |
| TOTAL | 34.479 | 43.017 | 8.538 |

- 5.9 When the latest projections for the SCST are included, this service area is reporting a budget pressure of £8.538m (24.76% above the approved budget).

Directorate Services.

- 5.10 The service is expected to underspend by £0.062m due to staffing vacancies.

Slough Children's Services Trust (SCST)

- 5.11 Slough Children's Services Trust (SCST) is governed by a board, made up of executive and non-executive directors and advisors. When created, under direction from the Children's Minister, the Trust was established to be wholly independent of the Council. There is one Council Member of the board. No Council officers are Board Members although SBC's Director for Children, Learning and Skills is now invited as an observer.

- 5.12 In August 2019, SCST reported to its Audit and Risk Committee, and to the Council, a forecast £3.7m overspend in 19/20. SCST have explained the

projected overspend on increases in staffing, placement and legal costs as a result of a spike in referrals in October/November 2018 and January 2019. These increased referrals have consequently led to more Child Protection cases and Children Looked After cases arising in 2019/20 than they had initially budgeted for.

- 5.13 In addition, SCST currently has a brought forward deficit in their draft accounts, at 31.03.19, of £4.3m due to financial losses incurred since they were established in October 2015. If the £3.7m deficit is realised in 2019/20, SCST will have a total deficit carried forward of £8.0m.
- 5.14 As part of the initial contract, between SBC and SCST, the Council provided SCST with two months payment for its services in advance to ensure an adequate cashflow was available. SCST pays for support services provided to it by SBC in arrears. At 31.03.19 SCST owed the Council £6.0m for the initial cash advance and support services rendered.
- 5.15 It is important to note that SCST's current contract with the Council is due to end in October 2021 and it appears unlikely that the Trust will be able to make substantial in-roads into reducing its forecast deficit over the final two years of the contract. While this uncertainty remains the Council will need to make a provision in its own accounts to reflect that some of the funding it has provided to SCST may not be repaid. For the purposes of this Q1 monitoring report the maximum provision required is assumed. Obviously this assumption will be reviewed on a regular basis. Cabinet are asked to resolve that it should receive a monthly update on the Council's current financial position going forward.
- 5.16 SBC officers have been working closely with SCST's leadership team in an effort to understand SCST's current financial position and to support the organisation in initiatives that will reduce this overspend by the end of the financial year. Further, both SBC and SCST officers have been in regular discussions with DfE and LGA officials highlighting the ongoing financial pressures facing the Trust and children's services more generally.
- 5.17 In advance of notification of SCST's forecast overspend, SBC and SCST had engaged the LGA to undertake a financial review of SCST to inform future joint-working. Elements of this pre-arranged review have now been fast-tracked to determine what savings SCST can make in-year to report at the end of October. The review will include:
- Examining 10 of the highest placement costs by a children's services expert to ensure value for money is being achieved and that appropriate contributions towards these placements are being received from the NHS;
 - Provide a list of quick financial wins, successfully introduced in other authorities, that SCST could apply.

5.18 It is absolutely in the Council's best interests to ensure that SCST's finances are in a robust position at contract end. Not least in case it was deemed, at contract end that any existing liabilities owed by SCST should fall on the Council rather than on DfE who established the Trust. SBC officers have entered into discussions with DfE officials, supported by the LGA, to obtain clarification on this issue.

Inclusion.

5.19 The division is forecast to overspend by £0.084m. Staffing pressures within this service are currently causing an over-spend.

Schools.

5.20 We are estimating that the division will overspend by £0.825m. This increase is attributable to the business support service. The home to school transport service makes up the majority of this reported overspend, at £0.700m over budget.

Early Years' and Prevention.

5.21 The division is currently forecast to underspend by £0.309m. We have seen a further reduction in staffing costs, adding to the vacancy levels within the service. The service is planning a restructure, which will be costed and assessed for on-going affordability, with certain posts being held vacant until this work has been undertaken.

Management Action

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

Regeneration

5.23 The Directorate's approved budget is £4.723m. The latest net expenditure forecast for the year is £5.351m this gives a projected overspend of £0.628m, (which represents 13.30% of the approved budget). The majority of the over-spend in this directorate is due to the temporary accommodation pressure in housing.

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 | | | |
|--|------------------------------|-------------------------|---------------------------|
| Directorate | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Directorate Management Unit | 0.656 | 0.656 | 0.000 |
| Major Infrastructure | 4.181 | 4.317 | 0.136 |
| Planning & Transport | 1.432 | 0.644 | (0.788) |
| Parking | 0.382 | 0.382 | 0.000 |
| Regeneration Development | (7.262) | (7.168) | 0.094 |
| Regeneration Delivery | (1.387) | (1.387) | 0.000 |
| Building Management | 3.795 | 3.795 | 0.000 |
| Economic Development | (0.170) | 0.216 | 0.386 |
| Strategic Housing Services | 1.756 | 2.556 | 0.800 |
| Neighbourhood Services | 1.340 | 1.340 | 0.000 |
| TOTAL | 4.723 | 5.351 | 0.628 |

Management Action

- 5.24 This directorate is developing action plans to mitigate the homelessness and economic development pressures.

Finance & Resources

- 5.25 This Directorate's current net budget is £10.247m. The latest assessment of the year end position is for an underspend of £0.509m.
- 5.26 The latest position is summarised below:

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 | | | |
|---|------------------------------|-------------------------|---------------------------|
| Directorate | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Customer and Communications | 0.423 | 0.423 | 0.000 |
| Organisation Development & HR | 1.890 | 2.021 | 0.131 |
| Governance | (0.034) | (0.203) | (0.169) |
| Digital & Strategic IT | 1.108 | 1.108 | 0.000 |
| Corporate Resources | (1.160) | (1.631) | (0.471) |
| Transactional Services | 8.159 | 8.159 | 0.000 |
| Corporate and Departmental | (0.139) | (0.139) | 0.000 |
| TOTAL | 10.247 | 9.738 | (0.509) |

Management Action

- 5.27 To review the pressures within the service and propose mitigation proposals that either increase income targets or reduce expenditure.

Chief Executive

- 5.28 This Directorate's current net budget is £14.247m. This area is projected to overspend by £0.013m. The latest summary for the service is shown below:

| CHIEF EXECUTIVE - FORECAST (YEAR END) POSITION 2019-20 | | | |
|---|------------------------------|-------------------------|---------------------------|
| Directorate – Chief Executive | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Local Welfare Provision | 0.275 | 0.275 | 0.000 |
| Executive's Office | 0.334 | 0.347 | 0.013 |
| Strategy and Performance | 0.630 | 0.630 | 0.000 |
| Environmental Services | 14.164 | 14.164 | 0.000 |
| DSO | (1.156) | (1.156) | 0.000 |
| TOTAL | 14.247 | 14.260 | 0.013 |

Executive Office

- 5.29 There is a projected budget pressure of £0.013m on this budget. This is due to additional costs for staff advertising.

DSO

- 5.30 There is a budgeted surplus of £1.156m which the DSO is expecting to achieve.

Management Action

- 5.31 To review the pressures within the service and mitigate in areas that can increase their income targets or aim to reduce expenditure.

6 Impact on Council Reserves

- 6.1 The Council currently has £8.2m of general reserves and £4.2m of earmarked reserves available to protect the Council from unforeseen financial pressures. It can be seen, in the table below, that if the Council is unable to significantly reduce the current projected overspend (as at the end of Q1) and is required to make a provision against SCST's brought forward deficit by 31 March 2020, then SBC's level of reserves would be significantly depleted.

| Council Reserves | | Q1 – Projected Overspend | |
|-------------------------------------|-------------|---------------------------|--------------|
| | £m | | £m |
| General Fund | 8.2 | Trust Deficit at 31.03.19 | (4.3) |
| Earmarked Reserves | 4.2 | Trust – 19/20 overspend | (3.7) |
| Total | 12.4 | Q1 – SBC Forecast | (1.6) |
| | | Total | (9.6) |
| Less Current Deficit | (9.6) | | |
| Possible Balance at 31.03.20 | 2.8 | | |

- 6.2 In the S25 statement within the Revenue Budget report presented to full Council, in February 2019, the Section 151 Officer noted that the *“current level of General Fund reserve is ...considered to be the absolute minimum on the basis that the budget balances in 2019/20”*. Therefore, should General Fund reserves fall below this level, the Council would be required to make an immediate repayment, as part of the 2020/21 revenue budget process, to return the general reserves to an appropriate level.
- 6.3 The Council also has a Dedicated Schools Grant deficit relating to special educational needs of £7.2m that it shows separately on its balance sheet. The Council does not have to take account of this deficit in setting its budget and the Council does not need to take this balance into account when considering the robustness of the Council's reserves. At this time, the deficit is not included in an assessment of the Council's current financial position as DfE guidance, from March 2019, states:

“Any kind of local authority revenue reserve may be either negative or positive. Since ring-fenced reserves are not taken into account in assessing local authorities' ability to set a lawful balanced budget, DSG deficits will not need to be covered for that purpose by an equivalent amount in local authorities' general reserves”.

- 6.4 The Council does though need to agree with the DfE how the deficit is going to be cleared in future years.

7. Housing Revenue Account (HRA)

7.1 The HRA is budgeted to spend £37.550m this financial year, with budgeted income of £34.679 expected, this gives a planned net deficit budget for the HRA of £2.871m. This deficit will be made up by a planned contribution from the housing reserves. Currently the income and expenditure are expected to have a neutral balance for the year with no under or overspends.

7.2 The HRA is a statutory ring-fenced 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.

| HOUSING REVENUE ACCOUNT - FORECAST (YEAR END) POSITION 2019-20 | | | |
|---|------------------------------|-------------------------|---------------------------|
| Housing Revenue Account | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| EXPENDITURE | | | |
| Management Team (& Recharges) | 4.965 | 4.965 | 0.000 |
| Supported Housing | 0.030 | 0.030 | 0.000 |
| Tenant Services | 1.835 | 1.835 | 0.000 |
| Neighbourhood Housing Area North | 0.509 | 0.509 | 0.000 |
| Neighbourhood Housing Area South | 0.368 | 0.368 | 0.000 |
| Neighbourhood Housing Area East | 0.504 | 0.504 | 0.000 |
| Arears & Investigations | 0.564 | 0.564 | 0.000 |
| Client Services Team | 0.926 | 0.926 | 0.000 |
| Neighbourhood Resilience & Enforcement Team | 0.322 | 0.322 | 0.000 |
| Housing Allocations | 0.071 | 0.071 | 0.000 |
| Tenants Participation Team | 0.302 | 0.302 | 0.000 |
| Lettings | 0.202 | 0.202 | 0.000 |
| Leaseholder Team | 0.236 | 0.236 | 0.000 |
| Housing Repairs | 8.500 | 8.500 | 0.000 |
| Loans, Bad Debt & Council Tax | 5.701 | 5.701 | 0.000 |
| Depreciation & Funding of Capital Projects | 12.515 | 12.515 | 0.000 |
| TOTAL EXPENDITURE | 37.550 | 37.550 | 0.000 |
| INCOME | | | |
| Dwelling Rents | (31.453) | (31.453) | 0.000 |
| Garage Rents | (0.491) | (0.491) | 0.000 |
| Shop Rent | (0.635) | (0.635) | 0.000 |
| Other Rents | (0.646) | (0.646) | 0.000 |
| Leaseholder Service Charges | (0.296) | (0.296) | 0.000 |
| General Service Charges | (1.143) | (1.143) | 0.000 |
| Interest | (0.015) | (0.015) | 0.000 |
| TOTAL INCOME | (34.679) | (34.679) | 0.000 |
| TOTAL | 2.871 | 2.871 | 0.000 |

8 SAVINGS SUMMARY

Council Saving Summary

8.1 The Council is currently on-track to deliver 86% of the savings agreed as part of the 2019/20 revenue budget. Below is a savings summary by service area.

| SAVINGS MONITOR 2019/20 | | | | | |
|--------------------------------------|---------------------|----------------|----------------------------|---------------------------------|---------------------------------|
| Service | Responsible Officer | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable |
| | | | GREEN | AMBER | RED |
| | | £'000 | £'000 | £'000 | £'000 |
| Adult & Communities | Alan Sinclair | 905 | 811 | 94 | 0 |
| Children, Learning & Skills | Cate Duffy | 170 | 170 | 0 | 0 |
| Regeneration | Joe Carter | 5,349 | 5,349 | 0 | 0 |
| Chief Executive | Josie Wragg | 1,350 | 1,350 | 0 | 0 |
| Finance & Resources | Neil Wilcox | 3,960 | 2,215 | 600 | 1,145 |
| Treasury Finance & Resources | Neil Wilcox | 1,140 | 1,140 | 0 | 0 |
| Total Savings | | 12,874 | 11,035 | 694 | 1,145 |
| <i>% Against Saving</i> | | | 86% | 5% | 9% |
| <i>% Savings from Previous month</i> | | | 81% | 8% | 11% |
| | | | 5% | -3% | -2% |

8.2 Appendix B provides a complete list of savings with further detail. Outlined below are the department summaries and key areas which require further service review.

Adults & Communities (A&C)

8.3 The table below shows a more detailed analysis of the saving within Adults & Communities. The savings identified at the A&C department meeting on 5th July 2019 are £811k representing 90% for the service. The green savings are grouped together and amber identified separately below.

8.4 The action point is to review the remainder £94k (10%). Report to next CMT how these will be met.

- 1) **£77k** saving type strategic review of supporting move to more supported living – plans in progress and are expected to be achieved.
- 2) £100k saving type efficiency (£83k savings are identified which leaves a further **£17k**) Mental Health extension of hope house services.

| SAVINGS MONITOR 2019/20 ADULTS & COMMUNITIES | | | | | | | | | | | |
|--|--------------------------------|---------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--|-------|-------------------|------------------|
| Directorate | Service | Code | TF Denotes Transformation Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| A&C | Adult Social Care | A03F | | 77 | 0 | 77 | 0 | Support move to more supported living (LD Residential) | AMBER | Plans in Progress | Strategic Review |
| A&C | Adult Social Care | A01M | TF | 100 | 83 | 17 | 0 | Mental Health - Extension of Hope House Services | AMBER | Plans in Progress | Efficiency |
| A&C | Adult Social Care | A03C | | 100 | 100 | 0 | 0 | Recommission floating support services | AMBER | | Commercial |
| A&C | Adult Social Care | Various | | 628 | 628 | 0 | 0 | Various | GREEN | | Various |
| Total | Adult & Communities | | | 905 | 811 | 94 | 0 | | | | |

Regeneration

- 8.5 The table below shows a more detailed analysis of the saving within Regeneration. The savings identified are now £5,349k representing 100% for the service.

| Directorate | Service | Code | TF Denotes Transformation Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
|--------------|---------------------|---------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--------------|-------|--------------------------|-------------|
| Regeneration | Regeneration | Various | | 5,349 | 5,349 | 0 | 0 | Various | GREEN | All to be met in 2019/20 | Various |
| Total | Regeneration | | | 5,349 | 5,349 | 0 | 0 | | | | |

Finance & Resources (F&R)

- 8.6 The table below shows a more detailed analysis of the savings within Finance & Resources. The savings identified are £2,215k representing 56% for the service. This has changed from last month from 60%. This change is due to savings £290k around mileage scheme which half is now deemed not achievable. These were reviewed at the department meeting on 15th July 2019.

- 8.7 The action point is to review the remainder £1,745k (44%) and report how these will be met.

- 1) £500k saving type staffing (300k achievable and 200k deemed unachievable). This saving is achievable with reducing agency spend and aiming to recruit on permanent basis. However this now also needs to link with the transformation programme.
- 2) £100k saving type efficiency, mobile telephony needs a review of the contract.
- 3) £1,000k saving type staffing (200k achievable and 800k deemed unachievable). This is dependent on completion of the reorganisation exercise.

- 4) £290k is now amber, due to the recent consultation the mileage scheme will be phased over 3 years (19/20 no saving, 20/21 50% saving and 21/22 100% saving). However, the saving of £290k has a lump sum mileage saving and generic mileage fuel cost saving, the lump sum will be phased. Therefore the saving has been placed part achievable with £145k.

| Directorate | Service | Code | TF Denotes Transformation on Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
|--------------|--------------------------------|---------|-----------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|---|-------|---|-------------|
| F&R | Finance | B015 | TF | 500 | 0 | 300 | 200 | Slough Academy - Reduce Agency Spend | AMBER | Discussions in progress in order to confirm probable rating | Staffing |
| F&R | Finance | B015 | TF | 290 | 145 | 0 | 145 | Electric Vehicle Initiatives | AMBER | The consultation on mileage is approved to begin next year. | Staffing |
| F&R | Governance | B096 | | 100 | 0 | 100 | 0 | Mobile Telephony | AMBER | Awaiting additional information on contract | Efficiency |
| F&R | Governance | B096 | TF | 1,000 | 0 | 200 | 800 | 3rd & 4th Tier Restructures & Administration Review | RED | Awaiting completion of reorganisation exercise | Staffing |
| F&R | Various | Various | | 2,070 | 2,070 | 0 | 0 | | GREEN | | Various |
| Total | Finance & Resources | | | 3,960 | 2,215 | 600 | 1,145 | | | | |

9. VIREMENTS

9.1 There are no virements between directorates to report this quarter

10. WRITE OFFS

10.1 Write offs totalling £602,579.16 have arisen over the past 3 months. Cabinet is requested to approve these write offs in accordance with the council's financial procedures rules. These are detailed in the table below.

| Reason | NNDR | Council Tax | Sundry Debtors | Housing Benefit | Total |
|--|-------------------|-----------------|------------------|------------------|-------------------|
| | £ | £ | £ | £ | £ |
| Unable to trace / Absconded | 81,383.45 | 3,090.80 | 467.68 | 1,959.03 | 86,900.96 |
| Deceased | 0.00 | 0.00 | 24,958.64 | 24,918.20 | 49,876.84 |
| Bankruptcy | 0.00 | 0.00 | 0.00 | 565.68 | 565.68 |
| Instruction from Client | 0.00 | 0.00 | 10,653.18 | 0.00 | 10,653.18 |
| Dissolved / Proposal to Strike / Liquidation / Receivership / Administration | 432,894.83 | 0.00 | 229.86 | 0.00 | 433,124.69 |
| Misc. (incl. uneconomical to pursue) | 14,139.94 | 3.00 | 7,442.72 | 3,508.23 | 25,093.89 |
| Credit Balances | 0.00 | (3,636.08) | 0.00 | 0.00 | (3,636.08) |
| Total | 528,418.22 | (542.28) | 43,752.08 | 30,951.14 | 602,579.16 |

11. Conclusion

11.1 There is no doubt that SBC is currently operating in a period of financial difficulty, primarily due to the current financial position of SCST. However, SBC officers are taking immediate actions to seek to rectify the situation. An update will be provided to the October Cabinet meeting.

9 Appendices Attached

- 'A' - General Fund Forecast Position
- 'B' - General Fund Savings Monitor

Appendix A General Fund Year End Position

1. Adults & Communities - Adult Social Care

The overall overspend in Adult Social Care is £3.615m this is offset by additional Monies from Better Care Fund (BCF) and winter pressures. There is also recovery to reduce the cost and reduce overspend. Recovery Plan 1 is well established and monitored on a fortnightly basis and currently on target to save £0.850m by the financial year end. Recovery plan 2 is in formulation and anticipating a further £0.850m. A detailed analysis of all cost centres was taken by the director, service leads and finance lead however a £1m over spend is still projected due to the reasons outlined above.

| ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 ADULT SOCIAL CARE | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service – Adult Social Care | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Safeguarding and Governance | 0.463 | 0.455 | (0.008) |
| ASC Management | (2.173) | (3.906) | (1.733) |
| Directly Provided Services | 2.242 | 2.306 | 0.064 |
| Mental Health Services | 4.358 | 4.454 | 0.096 |
| Learning Disability Services | 10.205 | 10.950 | 0.745 |
| North Locality | 4.705 | 6.326 | 1.621 |
| South Locality | 4.086 | 5.324 | 1.238 |
| East Locality | 5.982 | 7.649 | 1.667 |
| Reablement | 1.309 | 1.309 | 0.000 |
| Care Group Commissioning | 3.725 | 3.651 | (0.074) |
| Sub Total before Planned in Year Savings | 34.902 | 38.518 | 3.616 |
| Planned in year savings | 0.000 | (2.615) | (2.615) |
| Total | 34.902 | 35.903 | 1.001 |

2. Adults & Communities - Public Health

The gross budget for public health is £6.981m of which nearly £5m is attributed to specific projects. The income received from the public health grant is £7.363m and a further income of £0.230 is received from other local authorities and the Better Care Fund.

| ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 PUBLIC HEALTH | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service – Public Health | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Staffing | 0.540 | 0.540 | 0.000 |
| Project Work | 4.949 | 4.949 | 0.000 |
| Internal Recharges | 1.475 | 1.475 | 0.000 |
| Other Services | 0.017 | 0.017 | 0.000 |
| Income | (7.593) | (7.593) | 0.000 |
| Total | (0.612) | (0.612) | 0.000 |

3. Adults & Communities - Communities

The projected outturn for communities & leisure is an underpend of £0.149m. Further work is being undertaken in this area to identify any further savings. The projected outturn for regulatory services is on target.

| ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 COMMUNITIES | | | |
|--|-----------------------|------------------|--------------------|
| Service - Communities | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Community and Skills | 6.276 | 6.125 | (0.151) |
| Enforcement and Regulation | 0.465 | 0.467 | 0.002 |
| Total | 6.741 | 6.592 | (0.149) |

4. Regeneration - Directorate Management Unit

This service is currently reporting a full year break even position with no underspends or overspends.

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 DIRECTORATE MANAGEMENT UNIT | | | |
|--|-----------------------|------------------|--------------------|
| Service - Directorate Management Unit | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Directorate Management Unit | 0.656 | 0.656 | 0.000 |
| TOTAL | 0.656 | 0.656 | 0.000 |

5. Regeneration - Major Infrastructure

The Major Infrastructure service is projecting a £0.136m overspend. This is summarised below:

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 MAJOR INFRASTRUCTURE | | | |
|---|-----------------------|------------------|--------------------|
| Service – Major Infrastructure | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Highways & Transportation Consultancies | 0.450 | 0.487 | 0.037 |
| Transport and Highways | 0.330 | 0.073 | (0.257) |
| Environmental Quality | 0.249 | 0.253 | 0.004 |
| Fleet Challenge | 0.035 | 0.035 | 0.000 |
| Highways / Roads (Structural) | 0.082 | 0.082 | 0.000 |
| Street Lighting | 0.356 | 0.523 | 0.167 |
| Air Quality Sensor Project | 0.000 | 0.000 | 0.000 |
| Traffic Management & Road Safety | 0.399 | 0.485 | 0.086 |
| Access Fund | 0.000 | 0.000 | 0.000 |
| Public Transport | 2.259 | 2.256 | (0.003) |
| Fleet Management | 0.023 | (0.019) | (0.042) |
| Community Transport | (0.002) | 0.142 | 0.144 |
| Heathrow Strategic Planning Group | 0.000 | 0.000 | 0.000 |
| Planning Development Fund | 0.000 | 0.000 | 0.000 |
| TOTAL | 4.181 | 4.317 | 0.136 |

The main variances are due to forecast overspends in Community Transport and Street Lighting. These are partially offset by projected underspends in Transport and Highways.

Street Lighting – an overspend of **£0.167m**. This is due to expenditure pressures in this team within maintenance costs.

Community Transport – is likely to overspend by **£ 0.144m** as a result of additional staff costs, higher leasing costs and lower income than budgeted for.

Transport & Highways – an underspend of **£0.257m** is reported due to estimated additional recharges to capital due to the level of capital works being undertaken.

6. **Regeneration - Planning & Transport**

The Planning and Transport service has forecast an underspend of **£0.788m** and is summarised in the table below.

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 <u>PLANNING & TRANSPORT</u> | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service - Planning & Transport | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Local Land Charges | (0.065) | (0.065) | 0.000 |
| Bus Lane Enforcement | (0.350) | (1.135) | (0.785) |
| Highways | 0.246 | 0.246 | 0.000 |
| Planning Policy | 0.351 | 0.351 | 0.000 |
| Building Control | 0.063 | 0.063 | 0.000 |
| Development Management | 0.167 | 0.167 | 0.000 |
| Highways / Roads (Routine) | 0.946 | 0.946 | 0.000 |
| Land Drainage | 0.159 | 0.156 | (0.003) |
| Street works and Permits | (0.085) | (0.085) | 0.000 |
| TOTAL | 1.432 | 0.644 | (0.788) |

The underspend mainly arises within Bus Lane Enforcement. Any funds generated due to bus lane cameras must be used to reinvest within SBC's transport and highways functions.

7. **Regeneration - Parking**

The Parking service has a forecast a balanced outturn. This is summarised below:

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 PARKING | | | |
|--|--------------------------------------|-----------------------------|-------------------------------|
| Service - Parking | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Car Parks | 0.293 | 0.292 | (0.001) |
| On- Street Parking Account | 0.322 | 0.333 | 0.011 |
| Parking Development | 0.051 | 0.051 | 0.000 |
| Car Parks-Ground Level Pay | (0.287) | (0.303) | (0.016) |
| Car Parks-Hatfield Multi Storey | 0.104 | 0.117 | 0.013 |
| Car Parks-Ground Level Free | 0.024 | 0.023 | (0.001) |
| Car Parks-Herschel Multi Story | (0.125) | (0.131) | (0.006) |
| TOTAL | 0.382 | 0.382 | 0.000 |

8. Regeneration - Regeneration Development

Currently Regeneration Development is forecasting an overspend of £0.094m.

| REGENERATION - FORECAST (YEAR END) POSITION 2019- 20 REGENERATION DEVELOPMENT | | | |
|--|--------------------------------------|-----------------------------|-------------------------------|
| Service - Regeneration Development | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Strategic Acquisition Board | (4.905) | (5.639) | (0.734) |
| Slough Housing Company | 0.000 | 0.000 | 0.000 |
| Asset Management | (1.017) | (0.337) | 0.680 |
| Commercial Properties | (1.339) | (1.276) | 0.063 |
| Age Concern | 0.208 | 0.193 | (0.015) |
| Capital Disposal & Feasibility Studies | (0.214) | (0.101) | 0.113 |
| Bus Station | 0.042 | 0.024 | (0.018) |
| Property Management | (0.037) | (0.032) | 0.005 |
| TOTAL | (7.262) | (7.168) | 0.094 |

The variance is made up of significant additional income from the purchase of investments by the Strategic Acquisitions Board of £0.734m. This income, however, masks a forecast overspend in Asset Management of £0.680m. This overspend is being actively managed downwards.

9. Regeneration - Regeneration Delivery

A breakeven position is reported across this service area for 2019/20.

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 REGENERATION DELIVERY | | | |
|--|--------------------------------------|-----------------------------|-------------------------------|
| Service - Regeneration Delivery | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Property Services | (1.387) | (1.387) | 0.000 |
| TOTAL | (1.387) | (1.387) | 0.000 |

10. Regeneration - Building Management

Building Management is also projected to break even in 2019/20.

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 BUILDING MANAGEMENT | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service - Building Management | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| ASC buildings | 0.155 | 0.155 | 0.000 |
| Central functions | 2.204 | 2.204 | 0.000 |
| Children Centres and Libraries | 0.532 | 0.532 | 0.000 |
| Community Centres and Hubs | 0.701 | 0.701 | 0.000 |
| Parks | 0.203 | 0.203 | 0.000 |
| Utilities holding codes | 0.000 | 0.000 | 0.000 |
| TOTAL | 3.795 | 3.795 | 0.000 |

11. Regeneration - Economic Development

This service has a forecast overspend of **£0.386m**. Officers have started embedding income generating projects within the service, however they do not anticipate achieving a full year effect. The latest summary for this service area is shown below:

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 ECONOMIC DEVELOPMENT | | | |
|---|------------------------------|-------------------------|---------------------------|
| Service - Economic Development | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Economic Development | (0.170) | 0.216 | 0.386 |
| TOTAL | (0.170) | 0.216 | 0.386 |

12. Regeneration - Strategic Housing Services

This service area has a projected overspend of **£0.800m**. This is because of an overspend on the Temporary Accommodation service area of **£0.958m** and Home improvements of **£0.160m**. The Temporary Accommodation overspend is offset by additional government grant being realised in Social Lettings giving an underspend of **£0.318m**. The latest position for Strategic Housing Services is summarised below:

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 STRATEGIC HOUSING SERVICES | | | |
|---|------------------------------|-------------------------|---------------------------|
| Service - Strategic Housing Services | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Housing Development | 0.019 | 0.019 | 0.000 |
| Housing Allocations | 0.145 | 0.145 | 0.000 |
| JEH - Pendeen Court | 0.000 | 0.000 | 0.000 |
| JEH- 81 - 83 High Street | 0.000 | 0.000 | 0.000 |
| Housing Revenues and Reviews | 0.140 | 0.140 | 0.000 |
| Temporary Accommodation | 0.110 | 1.068 | 0.958 |
| JEH LTD-General Admin | 0.000 | 0.000 | 0.000 |
| Housing Advice and Homelessness | 0.638 | 0.638 | 0.000 |
| Customer and Business Support | 0.153 | 0.153 | 0.000 |
| JEH-Herschel Street | 0.000 | 0.000 | 0.000 |
| Home Improvements | (0.111) | 0.049 | 0.160 |
| JEH-Broad Oak | 0.000 | 0.000 | 0.000 |
| MHCLG RSI Grant | 0.000 | 0.000 | 0.000 |
| Housing Demand Grants | 0.000 | 0.000 | 0.000 |
| Social Lettings | 0.483 | 0.165 | (0.318) |
| Strategic Housing | 0.179 | 0.179 | 0.000 |
| TOTAL | 1.756 | 2.556 | 0.800 |

Temporary Accommodation (TA) is forecast to overspend by **£0.958m** due to the numbers being accommodated. The latest monthly projections show a small increase in numbers. 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 nightly lets.

Actions to mitigate

James Elliman Homes Ltd. has been created that will potentially 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.

The Service Lead for Strategic Housing is working on several savings proposals to address the in-year pressures, including an independent review of the housing services with recommendations to assist and improve the service.

Home Improvements (HIA)

The HIA has a budgeted income level that cannot be achieved based on its current levels of funding and capacity.

13. **Regeneration - Neighbourhood Services**

The Neighbourhood Services service area is expected to break even for the year. No significant pressures have been identified as yet.

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 NEIGHBOURHOOD SERVICES | | | |
|---|------------------------------|-------------------------|---------------------------|
| Service - Neighbourhood Services | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Caravan Parks | (0.085) | (0.085) | 0.000 |
| Enforcement | 0.416 | 0.416 | 0.000 |
| HMO Licencing | (0.100) | (0.100) | 0.000 |
| Net Team North | 0.219 | 0.219 | 0.000 |
| Net Team South | 0.174 | 0.174 | 0.000 |
| Net Team East | 0.225 | 0.225 | 0.000 |
| Neighbourhoods Resilience & Enforcement | 0.491 | 0.491 | 0.000 |
| TOTAL | 1.340 | 1.340 | 0.000 |

14. **Finance & Resources - Customer & Communications**

This area is projecting a break even position.

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CUSTOMER & COMMUNICATIONS | | | |
|---|------------------------------|-------------------------|---------------------------|
| Service - Customer & Communications | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Information Governance | 0.079 | 0.079 | 0.000 |
| Media & Communications | 0.384 | 0.384 | 0.000 |
| Events | 0.003 | 0.003 | 0.000 |
| Fireworks | 0.011 | 0.011 | 0.000 |
| Printing | (0.054) | (0.054) | 0.000 |
| TOTAL | 0.423 | 0.423 | 0.000 |

15. **Finance & Resources - Organisation Development & Human Resources (OD&HR)**

The OD&HR service is projected to overspend by £0.131m, primarily due to previous income targets not being realised. This is summarised in the table below.

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 ORGANISATION DEVELOPMENT & HUMAN RESOURCES (OD&HR) | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service - OD&HR | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Human Resources | 0.933 | 1.063 | 0.130 |
| Health and Safety | 0.152 | 0.184 | 0.032 |
| Training | 0.593 | 0.593 | 0.000 |
| Emergency Planning | 0.183 | 0.141 | (0.042) |
| Union Work | 0.029 | 0.040 | 0.011 |
| The Slough academy Project | 0.000 | 0.000 | 0.000 |
| TOTAL | 1.890 | 2.021 | 0.131 |

The reasons for this variance are:

Human Resources – an overspend of **£0.130m** is projected arising from unachieved income from external contracts targets ; now that a procurement

resource is in place, the £0.065m saving target for the TMP advertising contract will be reviewed to see if any savings can be achieved;

Health and Safety – is forecast to overspend by **£0.032m** as a result of a recharge income target that will not be fully realised;

Emergency Planning – this is forecast to be underspent by **£0.042m** due to a vacant post and an underspend on joint arrangements;

Union Work – an overspend of **£0.011m** is forecast due to staffing cost pressures

16. **Finance & Resources - Governance**

The budgets within the Governance service have a projected overspend of **£0.169m**. This is summarised in the table below with further details following:

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 GOVERNANCE | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service - Governance | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Law & Corporate Governance | (1.118) | (1.300) | (0.182) |
| Corporate Procurement | (0.271) | (0.342) | (0.071) |
| Committees Services | 0.807 | 0.835 | 0.028 |
| Elections | 0.230 | 0.230 | 0.000 |
| Electoral Registration | 0.087 | 0.150 | 0.063 |
| Mayoralty/Civic | 0.096 | 0.092 | (0.004) |
| Group Support | 0.135 | 0.132 | (0.003) |
| TOTAL | (0.034) | (0.203) | (0.169) |

The reasons for this variance are:

Law and Corporate Governance - is expected to underspend by **£0.182m**.

Committee Services - is projected to overspend by **£0.028m** due to member allowances and printing costs;

Electoral Registration - projects an over spend of **£0.063m** due to higher canvasser fees.

17. **Finance & Resources - Digital & Strategic IT**

This service is projecting a balanced outturn. The latest budget summary for this Service Area is reported in the table below.

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 DIGITAL & STRATEGIC IT | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service - Digital & Strategic IT | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| IS & IT | 0.837 | 0.837 | 0.000 |
| Systems Support & Development | 0.192 | 0.192 | 0.000 |
| Information Governance-FOI | 0.079 | 0.079 | 0.000 |
| TOTAL | 1.108 | 1.108 | 0.000 |

18. **Finance & Resources - Corporate Resources**

This Service Area is currently reporting an underspend of £0.471m. This is summarised in the table below with further details following.

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CORPORATE RESOURCES | | | |
|---|------------------------------|-------------------------|---------------------------|
| Service - Corporate Resources | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Finance Miscellaneous | 0.090 | 0.090 | 0.000 |
| Corporate Finance | (1.851) | (2.308) | (0.457) |
| Insurance and Risk | 0.297 | 0.324 | 0.027 |
| Internal Audit | 0.190 | 0.184 | (0.006) |
| Investigations Unit | (0.050) | (0.053) | (0.003) |
| Flooding/Extreme Weather | 0.032 | 0.000 | (0.032) |
| Finance & Resources | 0.132 | 0.132 | 0.000 |
| TOTAL | (1.160) | (1.631) | (0.471) |

19. **Finance & Resources - Transactional Services**

Transactional Services is forecasting a balanced outturn. The latest position is shown below:

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 TRANSACTIONAL SERVICES | | | |
|--|------------------------------|-------------------------|---------------------------|
| Service - Transactional Services | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Transactional Services | 8.159 | 8.159 | 0.000 |
| TOTAL | 8.159 | 8.159 | 0.000 |

20. **Finance & Resources - Corporate & Departmental Services**

The latest position is shown below:

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CORPORATE & DEPARTMENTAL SERVICES | | | |
|---|------------------------------|-------------------------|---------------------------|
| Service - Corporate & Departmental Services | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Transactional Services | (0.139) | (0.139) | 0.000 |
| TOTAL | (0.139) | (0.139) | 0.000 |

21. **Chief Executive - Environmental Services**

This area is reporting a balanced outturn as shown below.

| CHIEF EXEC. - FORECAST (YEAR END) POSITION 2019-20 ENVIRONMENTAL SERVICES | | | |
|--|--------------------------------------|-----------------------------|-------------------------------|
| Service - Environmental Services | Revised Annual Budget | Revised Forecast | Full Year Variance |
| | £'M | £'M | £'M |
| Waste Management | 5.310 | 5.310 | 0.000 |
| Chalvey Transfer Station | 1.483 | 1.483 | 0.000 |
| Cleansing | 2.042 | 2.042 | 0.000 |
| Public Conveniences | 0.000 | 0.000 | 0.000 |
| Domestic Refuse | 4.360 | 4.360 | 0.000 |
| Grounds Maintenance | 0.953 | 0.953 | 0.000 |
| Waste & Environment | 0.016 | 0.016 | 0.000 |
| TOTAL | 14.164 | 14.164 | 0.000 |

SAVINGS MONITOR 2019/20

| Directorate | Service | Code | TF Denotes Transformation Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
|--------------|--|--------------------------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--|-------|--|------------------|
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| A&C | Adult Social Care | A01D | | 150 | 150 | 0 | 0 | Recover appropriate costs from Better Care Fund | GREEN | Identifying further areas to be charged to BCF | Accounting |
| A&C | Adult Social Care | A03F | | 77 | 0 | 77 | 0 | Support move to more supported living (LD Residential) | AMBER | Plans in Progress | Strategic Review |
| A&C | Adult Social Care | A01D | | 50 | 50 | 0 | 0 | Review Provider Services and Personalisation opportunities | GREEN | | Strategic Review |
| A&C | Public Health | A01D | | 79 | 79 | 0 | 0 | Utilise Public Health Funds for Active Slough | GREEN | | Accounting |
| A&C | Adult Social Care | A01M | TF | 100 | 83 | 17 | 0 | Mental Health - Extension of Hope House Services | AMBER | Plans in Progress | Efficiency |
| A&C | Adult Social Care | A03C | | 100 | 100 | 0 | 0 | Recommission floating support services | AMBER | | Commercial |
| A&C | Adult Social Care | A05C | | 40 | 40 | 0 | 0 | No appointment to commissioning team QA manager post | GREEN | | Staffing |
| A&C | Communities and Leisure | C025 | | 184 | 184 | 0 | 0 | Leisure Services - Leisure Contract Management savings | GREEN | | Commercial |
| A&C | Adult Social Care | C001/C025/C402/F002/F217 | | 125 | 125 | 0 | 0 | Leisure Restructuring | GREEN | | Staffing |
| Total | Adult & Communities | | | 905 | 811 | 94 | 0 | | | | |
| | | | | | | | | | | | |
| Directorate | Service | Code | TF Denotes Transformation Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
| CLS | Children, Learning & Skills | F137/M01A | TF | 170 | 170 | 0 | 0 | Directorate Management Restructure | GREEN | Achieved | Staffing |
| Total | Children, Learning & Skills | | | 170 | 170 | 0 | 0 | | | | |

| Directorate | Service | Code | TF Denotes Transformation Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
|--------------|--------------------------|------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|---|-------|---|-------------|
| Regen | Regeneration Delivery | B071 | | 500 | 500 | 0 | 0 | Property Management Team (Delivery & PM Fee) | GREEN | Dependent on volume of work | Accounting |
| Regen | Regeneration Development | B081 | | 750 | 450 | 0 | 0 | Asset Management Team - 1% Charge on Purchases and Disposals | GREEN | This saving is being met as combination of 1% charge and other income streams below | Accounting |
| Regen | Regeneration Development | B079 | | 1,650 | 1,950 | 0 | 0 | Commercial Rental Income via Strategic Acquisition Board | GREEN | £27m Capital Investment Required | Commercial |
| Regen | Regeneration Development | B082 | | 1,000 | 1,000 | 0 | 0 | ESFA - One off funding for school on TVU site | GREEN | | Commercial |
| Regen | Regeneration Development | B079 | | 200 | 200 | 0 | 0 | Regeneration - Income generation target | GREEN | | Commercial |
| Regen | Major Infrastructure | D105 | | 200 | 200 | 0 | 0 | Sponsorship of Town Centre Assets/Advertising | GREEN | | Commercial |
| Regen | Building Management | B060 | | 15 | 15 | 0 | 0 | Maximise use of office space and FM Contracts Review | GREEN | | Efficiency |
| Regen | Planning & Transport | D224 | | 19 | 19 | 0 | 0 | Planning- increased income from discretionary work and pre-applications | GREEN | | Commercial |
| Regen | Planning & Transport | D010 | TF | 350 | 350 | 0 | 0 | Bus Lane Cameras | GREEN | Dependent on volume | Income |
| Regen | Planning & Transport | D152 | | 100 | 100 | 0 | 0 | Income from Car Park on TVU | GREEN | | Income |
| Regen | Housing | H221 | TF | 100 | 100 | 0 | 0 | Housing Regulations Team - Business Development Manager | GREEN | | Efficiency |
| Regen | Housing | H218 | TF | 100 | 100 | 0 | 0 | Private Sector Acquisition Team (Housing) | GREEN | | Efficiency |
| Regen | Housing | H218 | | 165 | 165 | 0 | 0 | Housing Services - Efficiencies | GREEN | | Efficiency |
| Regen | Housing | H218 | TF | 200 | 200 | 0 | 0 | Impact of James Elliman Homes | GREEN | | Commercial |
| Total | Regeneration | | | 5,349 | 5,349 | 0 | 0 | | | | |

| Directorate | Service | Code | TF Denotes Transformation Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
|--------------|------------------------|------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--|-------|----------|-------------|
| Chief Exec | DSO | D880 | TF | 1,200 | 1,200 | 0 | 0 | DSO - Fees on Total Highways Capital Programme | GREEN | | Commercial |
| Chief Exec | Environmental Services | D880 | | 100 | 100 | 0 | 0 | Environmental services - work for other local authorities (Line Painting etc.) | GREEN | | Commercial |
| Chief Exec | DSO | D880 | | 50 | 50 | 0 | 0 | DSO Traded Services | GREEN | | Commercial |
| Total | Chief Executive | | | 1,350 | 1,350 | 0 | 0 | | | | |

| Directorate | Service | Code | TF Denotes Transformation Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
|--------------|--------------------------------|---------------------------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--|-------|---|-------------|
| F&R | Customer & Comms | (50:50 split) B014 & B039 | | 250 | 250 | 0 | 0 | Reduction in Transactional Services contract charge following review of IT contract novation | GREEN | | Commercial |
| F&R | Finance | B015 | | 500 | 500 | 0 | 0 | Recover appropriate costs following review of HRA recharges | GREEN | | Accounting |
| F&R | Finance | B018 | | 130 | 130 | 0 | 0 | Insurance contract | GREEN | | Efficiency |
| F&R | Finance | B015 | | 50 | 50 | 0 | 0 | HouseKeeping savings | GREEN | | Efficiency |
| F&R | Finance | B007 | | 35 | 35 | 0 | 0 | Audit fee reductions | GREEN | | Efficiency |
| F&R | Finance | B015 | TF | 400 | 400 | 0 | 0 | Increased income from Council Tax and NNDR Collection | GREEN | | Income |
| F&R | Finance | H009 | TF | 100 | 100 | 0 | 0 | Counter-Fraud Invest to Save | GREEN | | Income |
| F&R | Finance | B015 | TF | 500 | 0 | 300 | 200 | Slough Academy - Reduce Agency Spend | AMBER | Discussions in progress in order to confirm probable rating | Staffing |
| F&R | Finance | B015 | TF | 290 | 145 | 0 | 145 | Electric Vehicle Initiatives | AMBER | The consultation on mileage is approved to begin next year. | Staffing |
| F&R | Governance | B146 | TF | 500 | 500 | 0 | 0 | Recommissioning and reviews of major commercial contracts | GREEN | | Commercial |
| F&R | Governance | B096 | | 15 | 15 | 0 | 0 | Legal Subscriptions | GREEN | | Efficiency |
| F&R | Governance | B096 | | 100 | 0 | 100 | 0 | Mobile Telephony | AMBER | Awaiting additional information on contract | Efficiency |
| F&R | Governance | B096 | TF | 1,000 | 0 | 200 | 800 | 3rd & 4th Tier Restructures & Administration Review | RED | Awaiting completion of reorganisation exercise | Staffing |
| F&R | People | B348 | | 65 | 65 | 0 | 0 | Reduction in TMP advertising contract price | GREEN | | Commercial |
| F&R | People | B329 | | 25 | 25 | 0 | 0 | Reduction in Emergency Planning/Business Continuity Staffing Budget (Unfilled Post) | GREEN | | Efficiency |
| Total | Finance & Resources | | | 3,960 | 2,215 | 600 | 1,145 | | | | |

| Directorate | Service | Code | TF Denotes Transformation Fund | Savings Agreed | Savings Identified to date | Savings Expected to be achieved | Savings Now Deemed Unachievable | Savings Item | RAG | Comments | Saving Type |
|----------------------------|---|------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--|-------|----------|-------------|
| Non Service Items Treasury | Treasury | L506 | | 750 | 750 | 0 | 0 | Minimum Revenue Provision Adjustment | GREEN | | Accounting |
| Non Service Items Treasury | Treasury | L501 | | 340 | 340 | 0 | 0 | Wexham - Additional interest following delayed return of Capital | GREEN | | Commercial |
| Non Service Items Treasury | Treasury | L502 | | 50 | 50 | 0 | 0 | Increased income from Treasury Management | GREEN | | Commercial |
| Total | Treasury Finance & Resources | | | 1,140 | 1,140 | 0 | 0 | | | | |

| | | | | | | | | | | | |
|----------------------|--|--|--|---------------|---------------|------------|--------------|--|--|--|--|
| Total Savings | | | | 12,874 | 11,035 | 694 | 1,145 | | | | |
|----------------------|--|--|--|---------------|---------------|------------|--------------|--|--|--|--|

| RAG LEGEND | |
|-------------------|--|
| GREEN | Delivered or on track to be delivered in full |
| AMBER | Majority delivery of savings expected |
| RED | Will not be implemented or likely to be not be implemented |

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 14th November 2019

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

WARD(S): All

PORTFOLIO: Cllr. Akram, Cabinet Member for Governance and Customer Services

PART I**COMMENT AND CONSIDERATION****CAPITAL MONITORING REPORT AT 30th June 2019****1 Purpose of Report**

To provide a summary of spend against capital budgets for the 2019-20 financial year, as at the end of June 2019 on a consolidated and directorate basis .

2 Recommendation(s)/Proposed Action

The Overview and Scrutiny Committee is requested to note the report.

3 The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3.1. Slough Joint Wellbeing Strategy Priorities And Five Year Plan Outcomes**

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.

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 |
|--|---|--|--|---|
| The Cabinet is requested to note the report and Capital Expenditure of £43.169m in the first quarter of 2019-20 against an approved budget of £212.520m. This represents 20% of the approved budget being spent with a current projection that 96% of the budget will be spent by the end of financial year. | The Capital strategy should be both affordable and Prudent It is currently projected that £115.977m additional borrowing will be required to fund the 2019-20 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. | 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 constantly reviews its exposure to Temporary Borrowing and converts amounts to Longer Term Borrowing when it is deemed prudent and cost effective to do so. |

| 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 Group, Bi-monthly at Strategic Finance Board and quarterly review by 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. Consolidated Capital Budgets 2019-20

5.1 The revised approved budgets for 2019-20 represent the budgets approved by Cabinet in February 2019, adjusted for projects subsequently approved at Strategic Finance Board, and underspends on budgets brought forward from 2018-19. The revised budgets were approved at Cabinet in June 2019.

5.2 A summary of the outturn for 2019-20 as at end June 2019 is as follows:

| | 19-20 approved budget | Carry forward | Adjustment | 19-20 revised budget | Actual to June 2019 | Projected Spend to July 19 to March 2020 | Forecast | Variance | Overspend /Underspend) |
|--|-----------------------|---------------|----------------|----------------------|---------------------|--|----------------|----------------|------------------------|
| Directorate | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | % |
| Children's, Learning & Skills Services | 4,840 | 1,057 | 24,422 | 30,319 | 11,937 | 13,686 | 25,623 | (4,696) | (15%) |
| Chief Executive | 0 | 125 | 480 | 605 | 81 | 524 | 605 | 0 | 0% |
| Finance & Resources | 1,400 | 3,650 | (5) | 5,050 | 658 | 4,803 | 5,461 | 411 | 8% |
| Adults & Communities | 800 | 535 | 9,826 | 11,161 | 1,662 | 8,341 | 10,003 | (1,158) | (10%) |
| Regeneration | 43,139 | 12,531 | 67,042 | 122,712 | 24,819 | 93,108 | 117,927 | (4,785) | (4%) |
| Housing Revenue Account | 5,162 | 1,089 | 12,038 | 18,289 | 1,560 | 17,576 | 19,136 | 847 | 5% |
| Affordable Housing | 22,000 | 2,384 | 0 | 24,384 | 2,452 | 21,932 | 24,384 | 0 | 0% |
| Total | 77,341 | 21,371 | 113,803 | 212,520 | 43,169 | 159,970 | 203,139 | (9,381) | 4% |
| Anticipated spend to y/e | 159,970 | | | | | | | | |

5.3 In the first quarter of the 2019-20 Financial Year, £43.169m or 20.31% of the revised budget of £212.520m has been spent. Spend is traditionally lower in the first quarter of the financial year, but £43.169m is still a considerable sum and it is currently projected that 96% of the revised budget will be spent by the end of the financial year. The main items of expenditure are highlighted in the table below.

| Scheme | Directorate | Expenditure Quarter 1 (£m) | Comments |
|--------------------------------------|-------------------------------|----------------------------|--|
| Leisure Centre Farnham Road | Adults & Communities | 1.052 | Leisure Centre opened end March 2019. This is residual expenditure as project comes to an end |
| Secondary Expansion Programme | Children Schools and Families | 11.532 | Secondary School Expansion Programme main item of which acquisitions totalling £9.7m to facilitate the construction of Grove Academy |
| James Elliman Homes | Regeneration | 3.000 | Drawdown to James Elliman Homes to purchase properties for use a temporary accommodation |
| Old Library Site Hotel Development | Regeneration | 2.137 | Development of Old Library Site to include two new hotels |
| Strategic Acquisition Board | Regeneration | 8.365 | Main item of expenditure £8.343m to purchase Odeon, Basingstoke for rental income to support revenue budget |
| Thames Valley University Development | Regeneration | 8.399 | Third and Final installment of purchase of former Thames valley University site |
| TOTAL | | 34.485 | |

5.4 The six projects listed in the table above represent 74% of the expenditure made so far in the first quarter of the 2019-20 financial year.

6 Revised 2019-20 Capital Programme

6.1 Any slippage on the 2018-19 Capital Programme can potentially be re-profiled into 2019-20. This will amend the Capital Budget approved by Council in February 2019. The revised budgets are shown as follows:

- Appendix A: Revised General Fund 2019-2020 budget
- Appendix B: Revised HRA 2019-2020 budget

6.2 Appendix C and D shows the re-profiling of the Capital Budget for 2019-20 subject to approval.

- Appendix C: Re-profiled General Fund 2020-24 budget
- Appendix D: Re-profiled HRA 2020-2024 budget

7 Directorate Narrative

Children, Learning and Skills.

7.1 The Capital Budget for Children, Learning and Skills is £30.319m an increase of £1.057m on the budget initially approved in February 2019 due to a carry forward of budgets from 2018-19.

- 7.2 So far in 2019-20, £11.937m has been spent or 39.4% of the revised budget. The main item of expenditure has been acquisitions totalling £9.7m to facilitate the construction of the new Grove Academy- this is part of the Secondary School Expansion Capital Project. It is the current intention that £2m will be moved from the Special School Expansion Project to the Secondary School Expansion Project. Most of the projected variance in this Directorate relates to the Special School Expansion project where there is currently a £2.8m Contingency and £1.4m of the budget will be re-profiled into 2020-21.

Chief Executive

- 7.3 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. So far in 2019-20, £81k of the revised £605K budget has been spent or 13% of the budget. It is currently projected that all of the revised budget will be spent before the end of the financial year.

Finance and Resources

- 7.4 The revised budget for this Directorate in 2019-20 is £5.050m and includes £1.825m for the Community Investment Fund. The other significant budget in this Directorate is in respect of the IT Infrastructure Refresh (£3.290m) and it is currently projected that all the revised 2019-20 budget will be spent by the end of the financial year.

7.5 Adults and Communities

The revised budget for this Directorate is now £10.626m. Large Projects include £2.151m for the Cemetery Extension and expenditure required to complete three leisure projects- £4.346m for the new Leisure Centre at Farnham Road; £725k for the refurbishment of Langley Leisure Centre and £1.0m for the Salt Hill Leisure project. It is currently projected that 96% of the revised budget will be spent by the end of the financial year.

Regeneration

- 7.6 The revised budget for this area for 2019-20 is £122.712m. Large projects include £10.9m 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.; £9.031m for the third and final instalment for the acquisition of the former Thames Valley University site; £26.303m for Strategic Acquisitions which will be spent on income generating assets to improve the council's financial viability; £17.271m for the development of a Hotel on the old Slough Central Library site and £7.591m to complete the move of staff into the new Corporate Headquarters following its purchase in July 2018.

- 7.7 So far in 2019-20, £24.756m (20%) has been spent and this is predominantly due to £8.399m being spent on the former Thames Valley site acquisition, £8.364m on Strategic Acquisitions where the council has recently acquired the Odeon in Basingstoke, and £3m on Capital Loans to James Elliman Homes. It is currently projected that £118.731m or 97% of the budget will be spent by the end of the financial year.

Housing Revenue Account

- 7.8 The Housing Revenue Account Capital Programme for 2019-20 has a budget of £18.289m which excludes the £24.384m Affordable Housing Budget. 98% of the budget was spent in 2018-19 and it is expected that this level of expenditure will continue into 2019-20. It is currently expected that this budget will be fully spent by the end of the financial year.

7.9 Affordable Housing

The Affordable Housing Budget in 2019-20 of £22m has been increased to £24.384 due to an under-spend against this budget in 2018-19. The council has signed a retention agreement with DCLG that allows it to keep the Right to Buy receipts it generates from selling its council dwellings. The agreement commenced on 1st April 2012 and under the agreement, only 30% of right to buy receipts can be used to finance new expenditure on Affordable Housing.

8 Comments of Other Committees

None

9 Conclusion

The Overview and Scrutiny Committee is requested to note the report and Capital Expenditure of £43.169m in the first quarter of 2019-20 against an approved budget of £212.520m. This represents 20% of the approved budget being spent with a current projection that 96% of the budget will be spent by the end of financial year

10 Appendices Attached

- Appendix A: Revised General Fund 2019-2020 budget
- Appendix B: Revised HRA 2019-2020 budget
- Appendix C: Re-profiled General Fund 2020-2024 budget
- Appendix D: Re-profiled HRA 2020-24 budget

2019-20 Revised Budgets – General Fund

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--------------------------------------|--------------|------------------------|------------|-------|---------------|---------------------|----------------------------------|----------------------|----------|---|
| | Children, Learning and Skills | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P051 | Primary Expansions | Tony M | 500 | (100) | 227 | 627 | 34 | 336 | 370 | (257) | Move £157k to 20/21; £100k to Town Hall |
| P076 | Town Hall Conversion | Tony M | | 100 | | 100 | 4 | 96 | 100 | 0 | £100k from P051 |
| P093 | Schools Modernisation Programme | Tony M | 400 | 462 | (140) | 722 | 22 | 510 | 532 | (190) | Move £190k to 20/21 |
| P101 | SEN Resources Expansion | Tony M | 250 | 3,460 | 245 | 3,955 | 247 | 3,708 | 3,955 | 0 | |
| P749 | Children's Centres Refurbishments | Tony M | 40 | | 92 | 132 | | 132 | 132 | 0 | |
| P783 | Schools Devolved Capital | Tony M | 100 | | | 100 | (71) | 171 | 100 | 0 | |
| P673 | DDA/SENDA Access Works | Tony M | 50 | | | 50 | | | 0 | (50) | |
| P139 | 323 High St/Haybrook | Tony M | | | 54 | 54 | | 54 | 54 | 0 | |

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|---|--------------|------------------------|---------------|--------------|---------------|---------------------|----------------------------------|----------------------|----------------|---|
| | Children, Learning & Skills Continued | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P153 | Special School Expansion | Tony M | 0 | 10,700 | 177 | 10,877 | 168 | 4,509 | 4,677 | (6,200) | £2m to P095; £2.8m contingency; £1.4m slipped 20/21 |
| P142 | Children's Centres IT | Tony M | | | 24 | 24 | 1 | 23 | 24 | 0 | |
| P095 | Secondary Expansion Programme | Tony M | 3,500 | 9,300 | 378 | 13,178 | 11,532 | 3,647 | 15,179 | 2,001 | £2m from P153 |
| P196 | Early Years Service Capital Development Programme | M Jarrett | | 500 | | 500 | | 500 | 500 | 0 | |
| | Total Children, Learning & Skills | | 4,840 | 24,422 | 1,057 | 30,319 | 11,937 | 13,686 | 25,623 | (4,696) | 0 |
| | Chief Executive | | | | | | | | | | |
| P580 | Mayrise Insourcing | R West | | | 21 | 21 | | 21 | 21 | 0 | |
| P176 | Refuse fleet & Grounds Plant equipment | R West | | | 459 | 459 | 70 | 389 | 459 | 0 | |

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|------------------------------------|--------------|------------------------|--------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|----------|
| | Chief Executive Continued | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P581 | Domestic Wheeled Bins & Containers | R West | | 125 | | 125 | 11 | 114 | 125 | 0 | |
| | Total Chief Executive | | 0 | 125 | 480 | 605 | 81 | 524 | 605 | 0 | |
| | Regeneration | | | | | | | | | | |
| P006 | Disabled Facilities Grant | P Thomas | 550 | | 14 | 564 | 65 | 499 | 564 | 0 | |
| P179 | James Elliman Homes | N Cooper | 15,900 | (7,950) | 2,750 | 10,700 | 3,000 | 7,700 | 10,700 | 0 | |
| P102 | Local Sustainable Transport Fund | S De Cruz | | | 191 | 191 | | 191 | 191 | 0 | |
| P111 | Major Highways Programmes | S Dhuna | 765 | | | 765 | 4 | 761 | 765 | 0 | |
| P174 | Highways Maintenance Programme | S Dhuna | 524 | | 95 | 619 | 62 | 557 | 619 | 0 | |
| P160 | LED Lighting Upgrade | Sing Wai | | | 2,150 | 2,150 | 364 | 1,786 | 2,150 | 0 | |
| P728 | Highway Reconfigure and Resurface | Sing Wai | 500 | | 134 | 634 | 45 | 589 | 634 | 0 | |
| P881 | Colnbrook By-pass | Sing Wai | 0 | 131 | (2) | 129 | | | 0 | (129) | |

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|---------------------------------------|--------------|------------------------|------------|-------|---------------|---------------------|----------------------------------|----------------------|----------|-----------------------|
| | Regeneration Continued | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P149/P098 | A332 Windsor Road Widening Scheme LEP | S De Cruz | | | 1,500 | 1,500 | | 1,500 | 1,500 | 0 | |
| P148 | A355 Tuns Lane LEP | S De Cruz | | | 0 | 0 | 8 | | 8 | 8 | |
| P187 | Flood Defence SBC/EA Partnership | Sing Wai | | | 98 | 98 | | | 0 | (98) | |
| P189 | Potholes | S Dhuna | | | | 0 | | | 0 | 0 | |
| P157 | Burnham Station LEP | M Choudhury | | | 668 | 668 | (211) | 879 | 668 | 0 | |
| P053 | Langley Station LEP | M Choudhury | | | 764 | 764 | 55 | 709 | 764 | 0 | |
| P186 | Bridge Capital Works | Sing Wai | | 800 | 108 | 908 | 37 | | 37 | (871) | |
| P192 | LTP Implementation Plan | S De Cruz | 400 | | 371 | 771 | 132 | 639 | 771 | 0 | |
| P579 | A4 Cycle | M Choudhury | | | 298 | 298 | (136) | 434 | 298 | 0 | |
| P188 | Community Transport Fleet | J Northam | | | 813 | 813 | | 813 | 813 | 0 | |
| P155 | Air Quality Monitoring | J Newman | | | 114 | 114 | | 76 | 76 | (38) | £38k slipped to 20/21 |
| P147 | DEFRA Air Quality | J Newman | | | | 0 | | | 0 | | |

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|---------------|------------------------|------------|-------|---------------|---------------------|----------------------------------|----------------------|----------|-------------------------------|
| | Regeneration Continued | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P125 | Electric Vehicle Network | J Newman | 200 | 400 | 577 | 1,177 | | 300 | 300 | (877) | £600k slipped to future years |
| P170 | Carbon Management-Fleet Challenge | J Newman | 150 | | 179 | 329 | | 329 | 329 | 0 | |
| P168 | Re-fit Programme | J Newman | 800 | 500 | 204 | 1,504 | 78 | 426 | 504 | (1,000) | £1m slipped to future years |
| P054 | Slough Transport Model | S De Cruz | | | | 0 | | | 0 | 0 | |
| P203 | Car Club | J Newman | 100 | 400 | | 500 | | 100 | 100 | (400) | £400k to 20/21 |
| P194 | Compulsory Purchase Order Reserve | Amir Salarkia | 0 | 1,900 | 175 | 2,075 | 2 | 550 | 552 | (1,523) | Refurbishment 2 properties |
| P185 | Manor Park Hall & Community Centre Refurbishment | C Dhillon | | | 13 | 13 | | 13 | 13 | 0 | |
| P181 | Nova House Capital Loan | S Gibson | | 7,000 | (955) | 6,045 | 263 | 5,782 | 6,045 | 0 | |
| P191 | Fire Risk Assessment Works | | | | 498 | 498 | 1 | 497 | 498 | 0 | |

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|--------------|------------------------|------------|--------|---------------|---------------------|----------------------------------|----------------------|----------|----------|
| | Regeneration Continued | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P184 | Refurbishment 2 Victoria Street and 34 Herschel Street | P Thomas | | | 28 | 28 | 1 | 27 | 28 | 0 | |
| P056 | Slough Dog Recreation Area | I Blake | | | 16 | 16 | | | 0 | (16) | |
| P128 | Corporate Property Asset Management | S Gibson | 250 | | (357) | (107) | 159 | 91 | 250 | 357 | |
| P204 | Hub Development | S Gibson | | 5,000 | 100 | 5,100 | | 5,100 | 5,100 | 0 | |
| P171 | Slough Basin | S Gibson | | | 76 | 76 | | | 0 | (76) | |
| P135 | Plymouth Road | S Gibson | | | 123 | 123 | | | 0 | (123) | |
| P172 | TVU development | S Gibson | 8,000 | | 1,031 | 9,031 | 8,399 | 632 | 9,031 | 0 | |
| P156 | Strategic Acquisition Fund | S Gibson | | | 26,303 | 26,303 | 8,365 | 17,939 | 26,304 | 1 | |
| P159 | Old Library Site Hotel Development | S Gibson | 15,000 | | 2,271 | 17,271 | 2,137 | 15,134 | 17,271 | 0 | |
| P180 | Capital works Stock Condition Survey | A Thomas | | 2,400 | 1,399 | 3,799 | 666 | 3,133 | 3,799 | 0 | |

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|------------------------------------|--------------|------------------------|---------------|---------------|----------------|---------------------|----------------------------------|----------------------|----------------|---|
| | | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P178 | Lease surrender Serena Hall | S Aislabie | | | 85 | 85 | 25 | 60 | 85 | 0 | |
| P193 | Purchase new Corporate HQ | S Gibson | | | 7,591 | 7,591 | 523 | 7,068 | 7,591 | 0 | |
| P127 | Demolition Montem/TVU | S Gibson | | 1,950 | | 1,950 | 772 | 1,178 | 1,950 | 0 | |
| P201 | Stoke Road LEP | S De Cruz | | | 4,349 | 4,349 | | 4,349 | 4,349 | 0 | |
| P202 | MRT Phase 2 LEP | S De Cruz | | | 13,270 | 13,270 | 3 | 13,267 | 13,270 | 0 | |
| | Total Regeneration | | 43,139 | 12,531 | 67,042 | 122,712 | 24,819 | 93,108 | 117,927 | (4,785) | |
| | Finance and Resources | | | | | | | | | | |
| P145/P161 | Financial Systems Upgrade | N Wilcox | | 1,000 | (1,125) | (125) | 291 | | 291 | 416 | Enhancement of Agresso Finance and HR System to meet SBC requirements |
| P084 | IT Infrastructure Refresh | S Pallet | 350 | 2,650 | 345 | 3,345 | 230 | 3,115 | 3,345 | 0 | |
| P871 | Community Investment Fund | Various | 1,050 | | 775 | 1,825 | 137 | 1,688 | 1,825 | 0 | |
| | Total Finance and Resources | | 1,400 | 3,650 | (5) | 5,045 | 658 | 4,803 | 5,461 | 416 | |

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--------------------------------------|----------------|------------------------|--------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|--|
| | Adults and Communities | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P331 | Social Care IT Developments | Simon Lawrence | | | 486 | 486 | | | 0 | (486) | |
| P577 | Learning Disability Change Programme | Simon Broad | | | 912 | 912 | 267 | 645 | 912 | 0 | |
| P133 | Extra Care Housing | Jane Senior | 800 | | (800) | 0 | | | 0 | 0 | Budget slipped 23/24 |
| P183 | Management Information Centre | A Cowen | | | 40 | 40 | 32 | 8 | 40 | 0 | |
| P083 | Cemetery Extension | Ketan G | | | 2,151 | 2,151 | | 2,151 | 2,151 | 0 | Just gone out to tender. Will be fully spent by the end of 19/20 |
| P873 | Crematorium Project | Ketan G | | | | 0 | 26 | | 26 | 26 | |
| P198 | Allotments Improvement Project | Ketan G | | 535 | | 535 | 242 | 293 | 535 | 0 | |
| P195 | Autism Capital Grant | G Smith | | | 6 | 6 | | 6 | 6 | 0 | |
| P107 | Repairs to Montem | A Hibbert | | | 39 | 39 | 1 | 38 | 39 | 0 | |
| P162 | Community Leisure Facilities | A Hibbert | | | 219 | 219 | | | 0 | (219) | |

| Cost Centre | Scheme Name | Lead Officer | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to June 2019 | Anticipated spend Jul 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|---|--------------|------------------------|---------------|---------------|----------------|---------------------|----------------------------------|----------------------|-----------------|----------|
| | Adults & Communities Continued | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P141 | Langley Leisure Centre | A Hibbert | | | 725 | 725 | 20 | 500 | 520 | (205) | |
| P969 | Salt Hill Leisure | A Hibbert | | | 1,000 | 1,000 | 20 | 900 | 920 | (80) | |
| P165 | Leisure Centre Farnham Road | A Hibbert | | | 4,348 | 4,348 | 1,052 | 3,200 | 4,252 | (96) | |
| P164 | New Ice | A Hibbert | | | 700 | 700 | 2 | 600 | 602 | (98) | |
| | Total Adult & Communities | | 800 | 535 | 9,826 | 11,161 | 1,662 | 8,341 | 10,003 | (1,158) | 0 |
| | Total | | 50,179 | 38,778 | 78,315 | 169,842 | 39,157 | 120,462 | 159,619 | (10,223) | |
| | FUNDING | | | | | | | | | | |
| | Grant Funded | | | | 38,573 | 58,865 | 9,986 | 39,978 | 54,863 | | |
| | Borrowing | | | | 39,742 | 107,977 | 29,171 | 77,484 | 101,756 | | |
| | Section 106 | | | | | 3,000 | 0 | 3,000 | 3,000 | | |
| | Total | | | | 78,315 | 169,842 | 39,157 | 120,462 | 159,619 | | |

Revised Budgets 2019-20 HRA

| Cost Centre | Scheme name | Lead Officer | 19-20 approved budget* | CFWD | Adjustment | 19-20 revised budget | Actual to June 2019 | Spend Jul 19 to Mar 20 | Forecast to year end | Variance |
|-------------|---|------------------------|------------------------|--------------|--------------|----------------------|---------------------|------------------------|----------------------|--------------|
| | Housing Revenue Account | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| | RMI - Capital Programme | | | | | | | | | |
| P419 | Garage Sites | J Griffiths | 150 | | 1,850 | 2,000 | 86 | 1,975 | 2,061 | 61 |
| P409 | Boiler Replacement | J Griffiths | 500 | | 400 | 900 | 182 | 739 | 921 | 21 |
| P408 | Broom & Poplar Fire Compliance Upgrade Works | J Griffiths | | 636 | | 636 | 235 | 519 | 754 | 118 |
| | Budget Virement from HRA Projects for Broome & Poplar House | J Griffiths | | | (636) | (636) | | | 0 | 636 |
| P413 | Kitchen & Bathrooms | J Griffiths | 410 | | 290 | 700 | 95 | 588 | 683 | (17) |
| P417 | Roofing | J Griffiths | 628 | | (628) | 0 | 11 | 17 | 28 | 28 |
| P416 | Additional Prelims | | | | | | | | 0 | 0 |
| P431 | FRA & Asbestos Removal Works (bring forward £3m from 26/27) | J Griffiths | | | 3,000 | 3,000 | (62) | 3,097 | 3,035 | 35 |
| P415 | Re-Wiring/Consumer Units | J Griffiths | 136 | | (16) | 120 | 346 | (241) | 105 | (15) |
| P436 | De-Designated Refurbishment | J Griffiths | | | 1,000 | 1,000 | | 1,000 | 1,000 | 0 |
| P547 | Major Aids & Adaptations | J Griffiths/V Nembhard | 250 | | | 250 | 70 | 180 | 250 | 0 |

| Cost Centre | Scheme name | Lead Officer | 19-20 approved budget* | CFWD | Adjustment | 19-20 revised budget | Actual to June 2019 | Spend Jul 19 to Mar 20 | Forecast to year end | Variance |
|-------------|--|--------------|------------------------|--------------|--------------|----------------------|---------------------|------------------------|----------------------|--------------|
| | Housing Revenue Account | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| P412 | Windows and Door Replacement | J Griffiths | 125 | | 575 | 700 | 3 | 697 | 700 | 0 |
| P422 | Security & Controlled Entry Modernisation | J Griffiths | | | 1,200 | 1,200 | | 1,200 | 1,200 | 0 |
| P433 | Capitalised VOIDS | J Griffiths | | | 60 | 60 | | | 0 | (60) |
| | Capital Management Costs | J Griffiths | | | | 0 | | | | 0 |
| P434 | Capital Consultancy Fees | J Griffiths | | | | 0 | | | 0 | 0 |
| P410 | Heating and Hot Water Systems | J Griffiths | 317 | | (317) | 0 | | | 0 | 0 |
| P411 | Insulation programmes & Cladding | J Griffiths | | | | 0 | | | 0 | 0 |
| P414 | Bathroom replacement | | 256 | | (256) | 0 | 38 | | 38 | 38 |
| P418 | Structural | J Griffiths | 803 | | (803) | 0 | 2 | | 2 | 2 |
| P420 | Mechanical Systems /Lifts | J Griffiths | 200 | | (200) | 0 | | | 0 | 0 |
| P421 | Capitalised Repairs | J Griffiths | 46 | | (46) | 0 | 164 | (164) | 0 | 0 |
| P565 | Estate Improvements/Environmental Works | J Griffiths | 221 | | (221) | 0 | | | 0 | 0 |
| P423 | Darvills Lane - External Refurbs | J Griffiths | 200 | | (200) | 0 | | | 0 | 0 |
| P424 | Replace Fascias, Soffits, Gutters & Down Pipes | J Griffiths | 250 | | (250) | 0 | | | 0 | 0 |
| P425 | Upgrade Lighting/Communal Areas | J Griffiths | 71 | | (71) | 0 | | | 0 | 0 |
| P426 | Communal doors | J Griffiths | 78 | | (78) | 0 | | | 0 | 0 |
| P427 | Balcony / Stairs / Walkways areas | J Griffiths | 171 | | (171) | 0 | | | 0 | 0 |

| Cost Centre | Scheme name | Lead Officer | 19-20 approved budget* | CFWD | Adjustment | 19-20 revised budget | Actual to June 2019 | Spend Jul 19 to Mar 20 | Forecast to year end | Variance |
|-------------|--|-------------------|------------------------|--------------|---------------|----------------------|---------------------|------------------------|----------------------|--------------|
| | Housing Revenue Account | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| P428 | Paths | J Griffiths | 90 | | (90) | 0 | | | 0 | 0 |
| P429 | Store areas | J Griffiths | | | | 0 | | | 0 | 0 |
| P546 | Environmental Improvements (Allocated Forum) | J Griffiths | 100 | | (100) | 0 | | | 0 | 0 |
| P406 | Stock Condition Survey | J Griffiths | 160 | 286 | (254) | 192 | | 192 | 192 | 0 |
| P407 | Commissioning of Repairs Maintenance and Investment Contract | J Griffiths | | 39 | | 39 | | 39 | 39 | 0 |
| P405 | Tower and Ashbourne | J Griffiths | | (161) | 3,000 | 2,839 | 258 | 2,581 | 2,839 | 0 |
| P432 | RMI Remodelling and Investment | J Griffiths | | 289 | 5,000 | 5,289 | 132 | 5,157 | 5,289 | 0 |
| | Total Planned Maintenance - Capital | | 5,162 | 1,089 | 12,038 | 18,289 | 1,560 | 17,576 | 19,136 | 847 |
| | | | 0 | | | | | | | |
| | Other | | | | | | | | | |
| P575 | Affordable Homes | K Lallian/S Jetha | 22,000 | 2,384 | | 24,384 | 2,452 | 21,932 | 24,384 | |
| | Total Other | | 22,000 | 2,384 | 0 | 24,384 | 2,452 | 21,932 | 24,384 | |
| | | | | | | | | | | |
| | TOTAL | | 27,162 | 3,473 | 12,038 | 42,673 | 4,012 | 39,508 | 43,520 | 847 |
| | Funding | | | | | | | | | |
| | Section 106 | | | | | | | | | |
| | Capital Receipts | | | | | (12,315) | | | (12,315) | |
| | Major Repairs Reserve | | | | | (22,358) | | | (23,205) | |
| | Borrowing | | | | | (8,000) | | | (8,000) | |
| | TOTAL | | | | | (42,673) | | | (43,520) | |

| Cost Centre | Scheme Name | Lead Officer | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2020-24 |
|-------------|---|--------------|---------------|---------------|---------------|---------------|---------------|
| | Children, Learning and Skills | | £'000 | £'000 | £'000 | £'000 | £'000 |
| P093 | Schools Modernisation Programme | T Madden | 700 | 600 | 600 | | 1,900 |
| P101 | SEN Resources Expansion | T Madden | 1,250 | 250 | 250 | | 1,750 |
| P783 | Schools Devolved Capital | T Madden | 90 | 80 | 80 | | 250 |
| P153 | Special School Expansion | T Madden | 5,850 | | | | 5,850 |
| | Early Years Service Capital Development | | 250 | 250 | 250 | | 750 |
| | Total Children, Learning & Skills | | 8,140 | 1,180 | 1,180 | 0 | 10,500 |
| | Chief Executive | | | | | | |
| P581 | Domestic Wheeled Bins & Containers | R West | 125 | 125 | 125 | 125 | 500 |
| | Total Chief Executive | | 125 | 125 | 125 | 125 | 500 |
| | Regeneration | | | | | | |
| P006 | Disabled Facilities Grant | P Thomas | 550 | 550 | 550 | | 1,650 |
| P179 | James Elliman Homes | N Cooper | 16,200 | 16,600 | | | 32,800 |
| P111 | Major Highways Programmes | Sing Wai | 765 | 765 | 765 | | 2,295 |

| Cost Centre | Scheme Name | Lead Officer | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2020-24 |
|-------------|--|--------------|---------------|---------------|---------------|---------------|---------------|
| | Regeneration continued | | £'000 | £'000 | £'000 | £'000 | £'000 |
| P728 | Highway Reconfigure & Resurface | Sing Wai | 500 | 500 | 500 | | 1,500 |
| P186 | Bridge Capital Works | Sing Wai | 800 | 0 | | | 800 |
| | LTP Implementation Plan | S De Cruz | 400 | 0 | | | 400 |
| P125 | Electric Vehicle Network | J Newman | 200 | 0 | | | 200 |
| P170 | Carbon Management-Fleet Challenge | J Newman | 670 | 0 | | | 670 |
| P168 | Re-fit Programme | J Newman | 484 | 0 | | | 484 |
| | Car Club | J Newman | 100 | 100 | 100 | | 300 |
| | Hub Development | S Gibson | 5,000 | 5,000 | | | 10,000 |
| P159 | Hotel development | S Gibson | 10,000 | 0 | | | 10,000 |
| P180 | Capital works following Stock Condition Survey | A Thomas | 2,400 | 2,400 | 2,400 | | 7,200 |
| P127 | Demolition Montem/TVU Site | S Gibson | 1,950 | 0 | | | 1,950 |
| | Total Regeneration | | 40,019 | 25,915 | 4,315 | 0 | 70,249 |

| Cost Centre | Scheme Name | Lead Officer | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2020-24 |
|-------------|-----------------------------|--------------|---------------|---------------|---------------|---------------|---------------|
| | Finance and Resources | | £'000 | £'000 | £'000 | £'000 | £'000 |
| P084 | IT Infrastructure Refresh | S Pallet | 350 | 350 | 350 | 350 | 1,400 |
| P871 | Community Investment Fund | Various | 1,050 | 1,050 | 1,050 | 1,050 | 4,200 |
| | Total Finance and Resources | | 1,400 | 1,400 | 1,400 | 1,400 | 5,600 |
| | Total | | 49,684 | 28,620 | 7,020 | 1,525 | 86,849 |
| | | | | | | | |
| | FUNDING | | | | | | |
| | Grant Funded | | 7,875 | 1,895 | 1,030 | 1,525 | 12,325 |
| | Borrowing | | 39,809 | 26,200 | 5,865 | | 71,874 |
| | Section 106 | | 2,000 | 525 | 125 | | 2,650 |
| | Total | | 49,684 | 28,620 | 7,020 | 1,525 | 86,849 |

| Cost Centre | Scheme name | 20-21 revision | 21-22 revision | 22-23 revision | 23-24 revision | 23-24 revision |
|-------------|---|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| | Housing Revenue Account | | | | | |
| | Decent Homes | Decent Homes | Decent Homes | Decent Homes | Decent Homes | Decent Homes |
| P409 | Boiler Replacement | 500 | 500 | 500 | 1,805 | 3,305 |
| P410 | Heating / Hot Water Systems | 317 | 317 | 317 | 703 | 1,654 |
| P412 | Front / Rear Door replacement | 125 | 125 | 125 | 424 | 799 |
| P413 | Kitchen Replacement | 410 | 410 | 410 | 348 | 1,578 |
| P414 | Bathroom replacement | 256 | 256 | 256 | 277 | 1,045 |
| P415 | Electrical Systems | 136 | 136 | 136 | 419 | 827 |
| P417 | Roof Replacement | 628 | 628 | 628 | 1,243 | 3,127 |
| P418 | Structural | 802 | 802 | 802 | 1,118 | 3,524 |
| | Total Decent Homes | 3,174 | 3,174 | 3,174 | 6,337 | 15,859 |
| | Planned Maintenance - Capital | Planned Maintenance - Capital | Planned Maintenance - Capital | Planned Maintenance - Capital | Planned Maintenance - Capital | Planned Maintenance - Capital |
| P419 | Garage Improvements | 150 | 150 | 150 | 194 | 644 |
| P420 | Mechanical Systems /Lifts | 110 | 110 | 110 | 52 | 382 |
| P421 | Capitalised Repairs | 46 | 46 | 46 | | 138 |
| P423 | Darvills Lane - External Refurbs | 200 | 200 | 200 | | 600 |
| P565 | Estate Improvements/Environmental Works | 221 | 221 | 221 | 259 | 922 |
| P424 | Replace Fascias, Down pipes | | | | 236 | 236 |
| P425 | Upgrade Lighting/Communal Areas | 71 | 71 | 71 | 324 | 537 |

| Cost Centre | Scheme name | 20-21 revision | 21-22 revision | 22-23 revision | 23-24 revision | 23-24 revision |
|-------------|--|----------------|----------------|----------------|-----------------|-----------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| P426 | Communal doors | 78 | 78 | 78 | 121 | 355 |
| P427 | Balcony / Stairs / Walkways areas | 171 | 171 | 171 | 62 | 575 |
| P428 | Paths | 91 | 91 | 91 | 382 | 655 |
| P429 | Store areas | | | | 97 | 97 |
| P430 | Sheltered / supported upgrades | | | | 324 | 324 |
| | Total Planned Maintenance - Capital | 1,138 | 1,138 | 1,138 | 2,051 | 5,465 |
| | Other | Other | Other | Other | | Other |
| P546 | Environmental Improvements (Allocated Forum) | 100 | 100 | 100 | 130 | 430 |
| P406 | Stock Condition Survey | 160 | 160 | 160 | | 480 |
| P547 | Major Aids & Adaptations | 250 | 250 | 250 | 324 | 1,074 |
| P575 | Affordable Homes | | | | 11,017 | 11,017 |
| | Total Other | 510 | 510 | 510 | 11,471 | 13,001 |
| | TOTAL | 4,822 | 4,822 | 4,822 | 19,859 | 34,325 |
| | Funding | | | | | |
| | Section 106 (AH) | | | | | |
| | Capital Receipts | 0 | 0 | 0 | (3,305) | (3,305) |
| | Major Repairs Reserve | (4,822) | (4,822) | (4,822) | (8,554) | (23,020) |
| | RCCO | | | | (8,000) | (8,000) |
| | TOTAL | (4,822) | (4,822) | (4,822) | (19,859) | (34,325) |

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 14th November 2019

CONTACT OFFICER: Thomas Overend, Policy Insight Manager
(For all Enquiries) (01753) 875657

WARDS: All

PART I
FOR CONSIDERATION & COMMENT

OVERVIEW AND SCRUTINY COMMITTEE – FORWARD WORK PROGRAMME 2019/20

1. **Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2019/20 municipal year.

2. **Recommendations/Proposed Action**

2.1 That the OSC:

- 1) identify the major issues it would like to cover in the 2019/20 municipal year;
- 2) agree, where possible, timing for specific agenda items during the 2019/20 municipal year; and
- 3) consider whether there are any items which it would like to request one of the Scrutiny Panels add to their Work Programmes for the municipal year.

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, alongside the 3 Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of scrutiny also reflects the priorities of the Five Year Plan, as follows:

- 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

3.3 Overview and Scrutiny is a process by which decision-makers are accountable to local people, via their elected representatives for improving outcomes relating to all priorities for the Borough and its residents. Scrutiny seeks to influence those who make decisions by considering the major issues affecting the Borough and making recommendations about how services can be improved.

4. **Supporting Information**

4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.

4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.

4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:

- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
- scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
- strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability

4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:

- *To what extent does this issue impact on the lives of Slough's residents?*
- *Is this issue strategic and pertinent across the Borough?*
- *What difference will it make if O&S looks at this issue?*

5. **Suggested Topics**

5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 3 or 4 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.

5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

6. **Resource Implications**

6.1 Following the restructure of the Strategy and Performance Service, Overview and Scrutiny will now be supported by all members of the Policy Insight Team - one Policy Insight Manager and three Policy Insight Analysts. The Policy Insight Manager will support the Overview and Scrutiny Committee, and each of the

other three scrutiny panels will be supported by one Policy Insight Analyst. However, scrutiny will only be one aspect of their work. Therefore, this is a finite resource and consideration must be given, in conjunction with the work programmes for the three Scrutiny Panels, as to how the resource is used during the year.

7. **Conclusion**

7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.

7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2019/20 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Committee organises its priorities at the start of the year.

8. **Appendices Attached**

- A - Draft Work Programme for 2019/20 Municipal Year
- B - Cabinet Work Programme

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2019/2020

| Meeting Date |
|---|
| 9 January 2020 |
| <ul style="list-style-type: none"> • Localities Strategy Update • Budget • Performance and Projects • Q2 Revenue and Capital financial updates • Frimley Health NHS Foundation Trust – Wholly Owned Subsidiary |
| 30 January 2020 |
| <ul style="list-style-type: none"> • LGBT inclusion • Adult Social Care Transformation Programme • Performance and Projects • Q3 Revenue and Capital financial updates |
| 12 March 2020 |
| <ul style="list-style-type: none"> • Transformation Programme Update • Refreshing the Five Year Plan • Five Year Plan Outcome 3 - annual update • Five Year Plan Outcome 5 - annual update |
| 16 April 2020 |
| <ul style="list-style-type: none"> • Performance and projects • Q4 Revenue and Capital financial updates • Scrutiny – Annual Report • Petitions – Annual Summary |

Potential items to be programmed:

- Arbour Park Stadium – update from call-in
- Modern Slavery
- Localities Strategy Update
- Adult Social Care Transformation Programme

NOTIFICATION OF DECISIONS

1 NOVEMBER 2019 TO 31 JANUARY 2020

Date of Publication: 18th October 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.

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This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader – Governance & Customer Services | Councillor Akram |
| • Sustainable Transport & Environmental Services | Councillor Anderson |
| • Inclusive Growth & Skills | Councillor Bains |
| • Planning & Regulation | Councillor Mann |
| • Housing & Community Safety | Councillor Nazir |
| • Health & Wellbeing | Councillor Pantelic |
| • Children & Schools | Councillor Carter |

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

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Are there exceptions to the above arrangements?

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

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

Cabinet - 18th November 2019

| Item | Portfolio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|-----------|---------|----------|--|-----------------|----------------------|----------|----------------------|
| <p><u>Financial Update, Revenue - Quarter 2 2019/20</u></p> <p>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.</p> | G&C | All | All | Barry Stratfull, Service Lead Finance Tel: (01753) 875748 | - | None | | |
| <p><u>Financial Update, Capital - Quarter 2 2019/20</u></p> <p>To receive an update on the capital programme for the second quarter of the year.</p> | R&S | All | All | Barry Stratfull, Service Lead Finance Tel: (01753) 875748 | - | None | | |
| <p><u>Community Investment Fund 2019/20 Update</u></p> <p>To receive an update on the delivery of the 2019/20 Community Investment Fund; consider proposals for utilising the remaining Cabinet allocation; and future processes.</p> | G&C | All | All | Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847 | - | None | | |
| <p><u>Town Centre Masterplan</u></p> <p>To consider a report on the proposed masterplan for Slough town centre.</p> | I&S, R&S | Central | All | Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852 | - | None | | Yes, p3 LGA |

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

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

| | | | | | | | | |
|--|-----|---------|---------|---|---|------|---|-------------|
| <u>Nova House</u> Further to the Cabinet report on 21 st January 2019, to receive a further update on Nova House and take any further decisions on the work programme and associated matters. | H&C | Central | All | Richard West, Interim Director of Place & Development | - | None | | Yes, p3 LGA |
| <u>Tower House and Ashbourne House Development</u> To take further decisions to enable the redevelopment of Tower House and Ashbourne House in relation to the operation of powers under section 203 of the Housing & Planning Act 2016. | H&C | Chalvey | Housing | John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436 | - | None | √ | Yes, p3 LGA |
| <u>Urban Tree Challenge Fund</u> To consider a report on Slough's bid to the Urban Tree Challenge Fund, a national initiative which aims to plant at least 20,000 large trees and 110,000 small trees in urban areas in England in the next two years. | T&E | All | All | Richard West, Interim Director of Place & Development | - | None | √ | |
| <u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i> | G&C | All | All | Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018 | - | None | | |
| <u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i> | R&S | All | All | Catherine Meek, Head of Democratic Services Tel: 01753 875011 | - | None | | |

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

Cabinet - 16th December 2019

| Item | Portfolio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|-----------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <p><u>Performance & Projects Report Q2 2019/20</u></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2019/20.</p> | G&C | All | All | Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847 | - | None | | |
| <p><u>Medium Term Financial Strategy Update</u></p> <p>To receive an update on the latest medium term financial planning assumptions for the Council and take any decisions relating to savings and growth plans as part of the budget setting process leading to Budget Council on 20th February 2020.</p> | R&S | All | All | Barry Stratfull, Service Lead Finance Tel: (01753) 875748 | - | None | √ | |
| <p><u>Council Taxbases 2020/21</u></p> <p>To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2020/21 financial year.</p> | G&C | All | All | Barry Stratfull, Service Lead Finance Tel: (01753) 875748 | - | None | | |
| <p><u>Transport Vision for Slough</u></p> <p>Further to the decision taken by Cabinet on 25th February 2019, to receive a report on the Transport Vision for Slough, which will include the Parking Strategy.</p> | T&E | All | All | Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640 | - | None | √ | |

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

| | | | | | | | | |
|---|-----|-----|-----|---|---|------|--|--|
| <u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i> | G&C | | All | Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018 | - | None | | |
| <u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i> | R&S | All | All | Catherine Meek, Head of Democratic Services Tel: 01753 875011 | - | None | | |

Cabinet - 20th January 2020

| Item | Portfolio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|-----------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <u>Council Tax Support Scheme</u> To agree a scheme for the administration of Council Tax support for 2020-21. | G&C | All | All | Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358 | - | None | √ | |
| <u>HRA Rents & Service Charges 2020/21</u> To consider the Housing Revenue Account rent and service charge for 2020/21 and, if agreed, recommend the changes to full Council. | H&C | All | All | Neale Cooper, Head of Finance (Transformation) Tel: (01753) 875417 | - | None | √ | |
| <u>References from Overview & Scrutiny</u> <i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i> | G&C | All | All | Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018 | - | None | √ | |

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

| | | | | | | | | |
|--|-----|-----|-----|--|---|--|---|--|
| <u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i> | R&S | All | All | Catherine Meek, Head of Democratic Services Tel: 01753 875011 | - | | √ | |
|--|-----|-----|-----|--|---|--|---|--|

Portfolio Key – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

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

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MEMBERS' ATTENDANCE RECORD 2019/20
OVERVIEW AND SCRUTINY COMMITTEE

| COUNCILLOR | 13/06/19 | 11/07/19 | 12/09/19 | 14/11/19 | 09/01/20 | 30/01/20 | 12/03/20 | 16/04/20 |
|------------|----------|----------|----------------|----------|----------|----------|----------|----------|
| Basra | P | Ap | P* (6:50pm) | | | | | |
| Dhaliwal | P | P | P | | | | | |
| Gahir | P | P | Ap | | | | | |
| Hulme | P | P | P | | | | | |
| **Matloob | | | | | | | | |
| D Parmar | P | P | P | | | | | |
| S Parmar | P | P | P | | | | | |
| Sarfraz | P | P | P | | | | | |
| R Sandhu | P | P | Ap | | | | | |
| *Sharif | P | Ab | Ab | | | | | |

P = Present for whole meeting P* = Present for part of meeting Ap = Apologies given Ab = Absent, no apologies given

*Councillor Sharif no longer a Member of the Committee from 26th September 2019.

** Councillor Matloob appointed to the Committee from 26th September 2019.

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