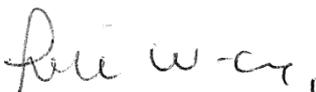


Date of issue: Tuesday, 31 December 2019

| | |
|---|---|
| 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, 9TH JANUARY, 2020 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

AGENDA
ITEM

REPORT TITLE

PAGE

WARD

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> |
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| 2. | Minutes of the Last Meeting held on 14th November 2019 | 1 - 8 | - |
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SCRUTINY ISSUES

- | | | | |
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| 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. | Revenue Financial Budget Monitoring Report 2019-20 (Quarter 2 April - September 2019) | 9 - 36 | All |
| 5. | Capital Monitoring Report at 30th September 2019 | 37 - 64 | All |
| 6. | Medium Term Financial Strategy (2020/21 to 2022/23) and Initial 2020/21 Budget Considerations | 65 - 78 | All |
| 7. | Performance and Projects Report: Quarter 2 2019/20 | 79 - 128 | All |

MATTERS FOR INFORMATION

- | | | | |
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| 8. | Forward Work Programme | 129 - 146 | - |
| 9. | Members' Attendance Record 2019/20 | 147 - 148 | - |
| 10. | Date of Next Meeting - 30th January 2020 | - | - |
| 11. | Exclusion of Press and Public | | |

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

PART II

- | | | | |
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| 12. | Localities Strategy Update - Presentation | - | All |
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Press and Public

Attendance and accessibility: 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 any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. 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.

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so 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.

Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

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Overview & Scrutiny Committee – Meeting held on Thursday, 14th November, 2019.

Present:- Councillors Dhaliwal (Chair), Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and R Sandhu

Also present under Rule 30:- None

Apologies for Absence:- Councillor Sarfraz

PART I

25. Declarations of Interest

Councillor Gahir declared that he was a taxi driver. He remained in the Council Chamber throughout the meeting.

26. Minutes of the Last Meeting held on 12th September 2019

Resolved - That the minutes of the meeting held on 12th September 2019 be approved as a correct record.

27. Member Questions

None had been received.

28. Presentation from the Thames Valley Police and Crime Commissioner and Chief Constable

The Chair welcomed Matthew Barber, Deputy Police and Crime Commissioner (DPCC) and Chief Constable, John Campbell to the meeting.

Ahead of receiving presentations, the Chair and a number of Members expressed concern and discontent that the Police and Crime Commissioner (PCC), Anthony Stansfeld was not in attendance. The Chair asked for the concerns of the Committee to be relayed to the PCC and that he be requested to attend future meetings in person.

Deputy Police and Crime Commissioner

The Committee was provided with a presentation that outlined the role and responsibilities of the PCC and presented an overview of crime in the Thames Valley area.

The PCC's responsibilities included: holding the Chief Constable to account for policing; developing a Police and Crime Plan; setting the policing precept, scrutinising performance, engaging with communities; commissioning services and awarding grants to support victims of crime.

Overview & Scrutiny Committee - 14.11.19

Members were informed that the strategic priorities of the Thames Valley Police and Crime Plan 2017-21 were: prevention and early intervention; providing support to vulnerable people; police ethics and reform; serious organised crime and terrorism; and reducing re-offending.

In relation to funding, it was highlighted that: £3 million had been provided to support victims of crime across the Thames Valley area; £199,000 had been awarded from the Police Property Act Fund during 2018/19 to charities and community groups aiming to reduce crime and reoffending; £2.7 million Community Safety Funding had been provided to local authorities to help deliver crime reduction, prevention and support services.

It was reported that overall crime remained at historically low levels across the Thames Valley area; there had been 21,671 fewer crimes reported compared to 10 years previously. However, crime in Thames Valley had increase by 10% compared to the national increase of 8%. Violence against the person offences had risen by 40.7%, compared to a 20% increase nationally. Sexual offences had increased by 16.2% over the past year; burglary of dwellings had decreased by 2% compared to a 3% decrease nationally; criminal damage and arson had decreased by 2.6% compared to a 3% decrease nationally; drug offences had increased by 9.9% and possession of weapons offences had increased by 28.2% compared to a 19% increase nationally.

With regard to call response performance, it was reported that as of September 2019, the average time to answer 101 calls was three minutes; this represented an improvement on performance last year, during which the average answer time was eight minutes.

Thames Valley Police

Chief Constable John Campbell provided Members with an overview of policing operations, priorities and crime trends for Slough and the wider Thames Valley area.

The Chief Constable began by setting out the priorities of Thames Valley Police and the operational and organisational actions undertaken to deliver on the priority outcomes. These included: reducing crime and incidents through targeted and effective problem-solving; and responding appropriately and improving communications with victims of crime, by improving non-emergency call answering times. It was highlighted that the average time taken to answer 101 calls had recently reduced from eight minutes (April – September 2018) to three minutes (September 2019).

With regard to crime prevention, Members were informed that combatting serious violence, reducing knife crime, disrupting organised crime gangs, tackling county drug lines, including highlighting the issue of 'casual', as opposed to habitual drug use, were key priorities.

The Chief Constable highlighted the challenges faced by Thames Valley Police force, which included maintaining establishment levels, managing

Overview & Scrutiny Committee - 14.11.19

budget shortfalls, ensuring high quality investigations and improving call handling performance. In addition, the numbers of officer assaults that had occurred in Slough during 2019 were highlighted. It was reported that 61 officers had been assaulted during use of force incidents; 33 officers had been spat at; and one officer had been exposed to a blood borne virus risk.

The Chair thanked the DPCC and Chief Constable for their presentations and invited comments and questions from the Committee.

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

- Concerns were expressed regarding the use of Stop and Search and Section 60 powers, which allowed a police officer to stop and search a person without 'reasonable suspicion'. A Member asked how the police would ensure people from Black, Asian and Minority Ethnic (BAME) communities would not be unfairly targeted. The Chief Constable explained that whilst undertaking a stop and search, police officers were mindful of maintaining the dignity of the person being searched. All police officers wore body cameras and the footage could be reviewed if there was concern about the handling of an incident. He said the Thames Valley Police had received very few complaints regarding the use of stop and search. He explained that Section 60 powers were used to search people in a defined area, during a specific time period, when it was believed, with good reason, that serious violence would occur and it was necessary to use the powers to prevent such violence. The use of Section 60 powers could only be authorised by a senior police officer.
- In relation to crime rates, a Member noted that Thames Valley Police funding had been cut by £100 million since 2010 and a further £15 million of funding cuts would be implemented over the next four years. It was noted that last year, recorded crime had increased by 10%, violent crime had increased by 40%, sexual offences were up by 16%, and possession of weapons was up 28%. A Member said the funding cuts had led to an increase in crime. In addition, it was asked why these figures were all above the national average and where the crime rates had decreased, why the decrease had been lower in Slough than the national average. The DPCC explained that some types of crime were 'localised' and some crimes, such as rape and child abuse had historically been underreported but victims were now much more likely to take action. In addition, he said drug and weapon possession became recorded as crimes when the items were recovered from a person who had been searched by a police officer. Therefore, the increase in reported crimes of this nature could be viewed as a positive because it indicated that more people were being stopped and searched by the police. He said there was no direct correlation between the reduction in funding and higher rates of crime. He further explained that the police were increasingly undertaking preventative measures, including partnership working, to reduce the risk of crime occurring.

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- A Member asked why BAME people were more likely to be stopped and searched. The DPPC highlighted that due to the diverse population, the percentage of people stopped and searched, who identified as BAME, in Slough, would be higher than it may be in other areas in the Thames Valley area.
- It was noted that there had been a 44% rise in knife crime since 2010; the DPCC was asked what was being done to tackle the issue. It was explained that the Early Intervention Youth Fund was used to deliver a programme of activities in partnership with organisations across Thames Valley to jointly tackle youth violence, vulnerability and exploitation. The PCC led on the programme through Community Safety Partnerships, which included the police, youth offending teams, youth service providers, local authorities, secondary schools and charities. Funding had been awarded to providers to carry out a range of activities across Thames Valley, including awareness raising in schools to target young people involved in gang and knife crime.
- A Member asked if some crimes, for example, shoplifting, were given a low priority status and/or no police taken was taken. The Chief Constable explained that police resources were prioritised and investigations focussed on serious and violent crimes. However, the police endeavoured to explore all lines of enquiry for all reported crimes.
- Concerns were raised about funding cuts and the reduction in the number of front line police officers. The Chief Constable recognised that increasing the numbers of police officers would enable the police force to be more effective; however, he said there were a number of preventative measures that could be deployed to reduce crime rates. He provided an example of a project that had involved providing homeless people with accommodation and employment with Tesco supermarket in Slough. The project had successfully reduced the reported incidents of anti-social behaviour that had been occurring in the Tesco car park area.
- In relation to recruitment and retention, the Chief Constable highlighted the challenges of retaining police officers in the South East, due to the high cost of living and the restrictive police pay framework. In addition, he reported that increasingly officers were transferring out of the Metropolitan Police due to the high cost of living not being offset by the London 'weighting'.
- A Member asked if there was a good working relationship between the PCC and the Chief Constable, and if the Thames Valley Police force felt supported by the PCC. The Chief Constable said the PCC robustly held him to account and was very supportive of the police force.

Resolved –

- (a) That the Overview and Scrutiny Committee expressed its condolences to the family of PC Andrew Harper and commended him for the sense of duty he had displayed carrying out his duties.

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- (b) That the Overview and Scrutiny Committee wished to formally recognise and extend its thanks to the police officers of Slough for their hard work to make Slough and its residents safe.
- (c) That the Overview and Scrutiny Committee raised concerns regarding police budget cuts which had led to an increase in crime. Members requested that more resources and police officers be provided in Slough.

29. Performance and Projects Report Quarter 1 2019/20

The Strategic Programme Management Office Manager introduced a report that set out the latest performance information for Quarter 1 of 2019/20. Including: the corporate balanced scorecard indicators; an update on the progress of projects on the portfolio; and progress on the delivery of manifesto commitments.

The Performance Insight Manager provided a presentation to the Committee which highlighted: key areas of performance improvement; areas of noteworthy concern; a summary of projects; and the overall status of manifesto pledges in Quarter 1.

Members noted that there were 22 high level performance measures included in the Corporate Balanced Scorecard, of which 10 were rated as green; 4 were rated as amber; 5 were rated as red; and 3 currently had no agreed target value.

Key performance improvements had been made in the following:

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

Members noted the key areas of noteworthy concern were: the increase in the number of households in temporary accommodation; the number of empty properties brought back into use; and a fall in household recycling rates.

On behalf of the Committee, the Chair thanked the officers for the report.

Resolved – That the report be noted.

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30. Revenue Financial Budget Monitoring Report 2019-20 - Quarter 1

The Service Lead, Finance (Deputy Section 151) introduced a report that provided an update on the financial position of the Council's revenue account for Quarter 1 (April to June) of the 2019-20 financial year.

The Committee was informed that the 2019/20 approved net budget for the Council was £106.625 million. At Quarter 1, the forecast year end position for all Council run services indicated an overspend of £1.641 million (1.54%). The Service Lead, Finance reported that based on recent information received from the Slough Children's Services Trust (SCST) that to ensure visibility, the SCST's financial position should be included in the revenue monitor. It was explained that when the SCST's forecast financial position was included in the revenue monitor, the Council's current exposure to financial risk was an estimated net expenditure forecast of £16.266 million. This represented a potential budget overspend of £9.641 million, which was 9.04% above the approved budget.

A Member raised concern regarding the robustness of SCST's governance arrangements and asked if suitable controls were in place. The Service Lead, Finance explained that SCST had reported that the overspend was due to increases in staffing, placements and legal costs as a result of a spike in referrals during October/November 2018 and January 2019. The increase in referrals had consequently led to more child protection cases and Children Looked After cases arising in 2019/20 than had been initially budgeted for. Officers had been working closely with SCST's leadership team in an effort to understand SCST's current financial position and to support initiatives that would reduce the overspend by the end of the financial year. In addition, Council and SCST officers had been in regular discussions with the Department for Education and the Local Government Association to highlight the on-going financial pressures facing the Trust and Children's Services more generally.

In relation to the 'write offs' detailed on page 69 of the report, a Member queried why these occurred and what measures were in place to recover the debts. In response, the Service Lead, Finance explained that every effort was made to recover the money owed. Write offs were requested as a last resort, when the debtor was untraceable or had absconded.

Resolved –

- (a) That the reported underlying financial position of the Council, including the Slough Children's Services Trust, as at Quarter 1 of the year be noted.
- (b) That the management actions being undertaken by the officers to reduce the budget pressures be noted.

Overview & Scrutiny Committee - 14.11.19

(c) That the Council's request to the Department for Education (DfE) to provide additional financial support relating to the Slough Children's Services Trust (SCST) be noted.

(d) That the potential impact on the Council's general reserves and associated implications for the Council based on the latest financial projections, be noted.

31. Capital Monitoring Report at 30th June 2019

The Service Lead, Finance (Deputy Section 151) introduced a report that summarised spend against capital budgets for the financial year, as at the end of June 2019.

Members were requested to note the report and the capital expenditure of £43.169 million in the first quarter of 2019-20 against an approved budget of £212.520 million. This represented 20% of the approved budget being spent with a current projection that 96% of the budget would be spent by the end of the financial year.

Resolved – That the report be noted.

32. Forward Work Programme 2019/20

The Policy Insight Manager presented the Forward Work Programme and updated Members on relevant items.

9th January 2020

It was noted that 'Frimely Health NHS Foundation Trust – Wholly Owned Subsidiary' had been added to the Work Programme. The Policy Insight Manager explained that this item was subject to an update being available from the Trust's Chief Executive. It was anticipated that this would be confirmed by the end of November 2019.

30th January 2020

Further to a referral from Council on 26th September 2019, a 'LGBT+ inclusion' item had been added to the Work Programme. There was some discussion about establishing a task and finish group. Members agreed to give this further consideration following the 30th January meeting.

12th March 2020

A Member asked for a planning department report to be added to the Work Programme. It was requested that the report include the following:

- The number of agency staff in the department.
- The number of planning applications received and processed.
- The level of staff turnover

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To be scheduled

Heathrow Expansion – It was requested that an update report focussing on economic development, skills and employment in Slough be presented to a future Committee meeting.

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

33. Members' Attendance Record 2019/20

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

34. Date of Next Meeting - 9th January 2020

Resolved – That the date of the next meeting was confirmed as 9th January 2020.

Chair

(Note: The meeting opened at 6.30 pm and closed at 9.05 pm)

REPORT TO: Overview and Scrutiny Committee

DATE: 9th January 2020

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
FOR COMMENT AND CONSIDERATION

REVENUE FINANCIAL BUDGET MONITORING REPORT 2019-20 (QUARTER 2 APRIL TO SEPTEMBER 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 to the end of the second quarter (April to September 2019) of the 2019-20 financial year.

2 Recommendation(s)/Proposed Action

The Overview and Scrutiny Committee is requested to note:

- a) The reported underlying financial position of the Council, including the Slough Children's Services Trust (SCST), as at the second quarter of the year;
- b) The management actions being undertaken by officers, and the progress made to date, to reduce the budget pressures;
- c) The potential impact on the Council's general reserves and associated implications for the Council based on the latest financial projections; and
- d) That the virements and write offs as requested in Section 9 and 10 of the report were approved by Cabinet on 18th November 2019.

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 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. | N/A |
| 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 second 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 five 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 2, the forecast year end position for all Council run services is £106.818m an overspend of £0.193m (0.18%). In comparison to Quarter 1 the overspend has reduced by £1.448m, despite increasing pressures across the Council. The financial position of Slough Children's Services Trust (SCST) has been included in the revenue monitor to ensure visibility.
- 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 £113.655m. This represents a potential budget overspend of £7.030m which is 6.59% above the approved budget. Overall this is an improved position in comparison to Quarter 1 by £2.611m.
- 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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Adult & Communities | 41.212 | 42.142 | 0.930 | 0.852 | 0.078 |
| Children Learning & Skills (excl SCST) | 7.491 | 8.194 | 0.703 | 0.538 | 0.165 |
| Slough Childrens' Service Trust (SCST) | 27.038 | 29.875 | 2.837 | 3.700 | (0.863) |
| Maximum provision for SCST advance payment | 0.000 | 4.000 | 4.000 | 4.300 | (0.300) |
| Regeneration | (2.036) | (2.133) | (0.097) | (0.172) | 0.075 |
| Place & Development | 19.922 | 20.722 | 0.800 | 0.800 | 0.000 |
| Finance & Resources | 10.322 | 9.593 | (0.729) | (0.509) | (0.220) |
| Chief Executive Office | 1.239 | 1.265 | 0.026 | 0.013 | 0.013 |
| Total | 105.188 | 113.658 | 8.470 | 9.522 | (1.052) |
| % of revenue budget over/(under) spent | | | 8.05% | | |
| Non Departmental Services ¹ | 1.437 | (0.003) | (1.440) | 0.119 | (1.559) |
| Total (Incl Non Departmental Services) | 106.625 | 113.655 | 7.030 | 9.641 | (2.611) |
| % of budget over/(under) spent | | | 6.59% | | |

- 5.4 The Council has been rigorously reviewing expenditure across all areas and implemented recruitment controls in case it is not possible for Slough Children's Services Trust (SCST) to reduce it's overspend to nil in the current year. Since the Quarter 1 report was presented to Cabinet, the Council's overspend (i.e. all services with the exception of those provided by SCST) has been substantially reduced and further detailed work has been undertaken examining the SCST financial position. At the end of Quarter 2, 97.3% of the forecast overspend is attributable to SCST.

Budget Changes

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

- 5.5 There have been budget virements of £0.461m between directorates in the 2nd quarter of 2019/20. A detailed analysis is provided in Section 10 of the report.

Adults & Communities

- 5.6 The Directorate's approved budget is £41.212m with a net expenditure forecast of £42.142m. This represents a budget pressure of £0.930m, (which is 2.26% of the approved budget), and in comparison to quarter 1 an increase of £0.078m. 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.

| ADULTS & COMMUNITIES - FORECAST (YEAR END) | | | | | |
|---|------------------------------|-------------------------|---------------------------|-----------------------------------|--|
| POSITION 2019-20 | | | | | |
| Service – Adults & Communities | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Adult Social Care | 34.938 | 36.211 | 1.273 | 1.001 | 0.272 |
| Public Health | (0.648) | (0.648) | 0.000 | 0.000 | 0.000 |
| Communities and Skills | 6.457 | 5.921 | (0.536) | (0.151) | (0.385) |
| Enforcement and Regulation | 0.465 | 0.658 | 0.193 | 0.002 | 0.191 |
| Total | 41.212 | 42.142 | 0.930 | 0.852 | 0.078 |

Management Action

- 5.7 The Adult's 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 £2.765m giving a projected overspend forecast for the Directorate of £0.930m which is 2.26% of the revised approved budget. A summary of the Directorate's latest budget position is provided in Appendix B.

Children, Learning & Skills and Slough Childrens Trust

- 5.8 The Directorate's net controllable Revenue Budget for 2019/20 is **£34.529m** inclusive of the Dedicated Schools Grant (DSG). The budget comprises £7.491m for Children, Learning and Skills and £27.038 for Slough Childrens Trust.

| CHILDREN, LEARNING & SKILLS - FORECAST (YEAR END) | | | | | |
|--|------------------------------|-------------------------|---------------------------|-----------------------------------|--|
| POSITION 2019-20 | | | | | |
| Directorate | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Directorate Services | 1.803 | 1.770 | (0.033) | (0.062) | 0.029 |
| Slough Childrens' Service Trust (SCST) | 27.038 | 29.875 | 2.837 | 3.700 | (0.863) |
| Maximum provision for SCST advance payment | 0.000 | 4.000 | 4.000 | 4.300 | (0.300) |
| Inclusion | 0.563 | 0.615 | 0.052 | 0.084 | (0.032) |
| Schools | 3.413 | 4.462 | 1.049 | 0.825 | 0.224 |
| Early Years and Prevention | 2.049 | 1.684 | (0.365) | (0.309) | (0.056) |
| Sub Total | 34.866 | 42.406 | 7.540 | 8.538 | (0.998) |
| Dedicated Schools Grant (DSG) | (0.337) | (0.337) | 0.000 | 0.000 | 0.000 |

| | | | | | |
|--------------|---------------|---------------|--------------|--------------|----------------|
| TOTAL | 34.529 | 42.069 | 7.540 | 8.538 | (0.998) |
|--------------|---------------|---------------|--------------|--------------|----------------|

5.9 When the latest projections for the SCST are included, this service area is reporting a budget pressure of £7.540m (21.84% above the approved budget). In comparison to quarter 1 the service has an overall improved position by £0.998m. Predominantly due to a reduction in the SCST forecast overspend following Cabinet's agreement, in October 2019, to fund two specific SCST transformation projects (the Pause Programme and Foster Care Recruitment Campaign) during 2019/20.

Directorate Services.

5.10 The service is expected to underspend by £0.033m 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 £3.700m 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. The latest forecast position, based on the latest assessment by SBC officers, is currently an overspend of £2.837m. It is intended that a paper will be submitted to Cabinet in December 2019 clearly setting out SBC's officers of the SCST in-year financial position and likely growth demands for 2020/21.

5.13 In addition, SCST currently has a brought forward deficit in their draft accounts, at 31.03.19, of £4.300m due to financial losses incurred since they were established in October 2015. This position for Quarter 2, reflects the £4.0m start-up capital the Council provided to SCST at the start of the contract in 2015/16. If the £2.837m deficit is realised in 2019/20, SCST will have a total deficit carried forward of £6.837m. Although an improved position since Quarter 2 this is still a high risk area for the Council and officers are continuing to work to realise other in-year savings elsewhere in the Council to offset the SCST overspend.

5.14 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. In the Q1 monitoring report it was noted that the maximum provision required is assumed, this assumption continues for the Q2 monitoring report.

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. As noted, in 5.12 above, a detailed report

considering the SCST financial position will be presented to Cabinet in December 2019.

- 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 continued discussions with DfE officials, supported by the LGA, to obtain clarification on this issue.

Inclusion.

- 5.19 The division is forecast to overspend by £0.052m. Staffing pressures within this service are currently causing an over-spend. This has an improved forecast since Quarter 1 reporting.

Schools.

- 5.20 We are estimating that the division will overspend by £1.049m. 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 £0.365m. 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.

Regeneration

- 5.22 The Directorate's approved budget is an income target of £2.036m. The latest net expenditure forecast for the year is -£2.133m, representing a projected underspend of £0.097m (- 4.76% of the approved budget).

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 | | | | | |
|--|------------------------------|-------------------------|---------------------------|-----------------------------------|--|
| Directorate | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Directorate Management Unit | 0.656 | 0.656 | 0.000 | 0.000 | 0.000 |
| Major Infrastructure | 4.412 | 4.489 | 0.077 | 0.136 | (0.059) |
| Planning & Transport | 1.340 | 0.464 | (0.876) | (0.788) | (0.088) |
| Parking | 0.375 | 0.375 | 0.000 | 0.000 | 0.000 |
| Regeneration Development | (7.262) | (6.911) | 0.351 | 0.094 | 0.257 |
| Regeneration Delivery | (1.387) | (1.387) | 0.000 | 0.000 | 0.000 |
| Economic Development | (0.170) | 0.181 | 0.351 | 0.386 | (0.035) |
| TOTAL | (2.036) | (2.133) | (0.097) | (0.172) | 0.075 |

Management Action

- 5.24 This directorate is aiming to improve the position further to support other services in mitigating the overspend for the council.

Place & Development

5.25 This Directorate's current net budget is £19.922m. The latest assessment of the year end position is an overspend of £0.800m. The main pressure in this area is due to ongoing homelessness/temporary accommodation pressures. The position is unchanged since Quarter 1.

5.26 The latest position is summarised below:

| PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 | | | | | |
|---|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Directorate | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Building Management | 3.795 | 3.795 | 0.000 | 0.000 | 0.000 |
| Strategic Housing Services | 1.756 | 2.556 | 0.800 | 0.800 | 0.000 |
| Neighbourhood Services | 1.363 | 1.363 | 0.000 | 0.000 | 0.000 |
| Environmental Services | 14.164 | 14.164 | 0.000 | 0.000 | 0.000 |
| DSO | (1.156) | (1.156) | 0.000 | 0.000 | 0.000 |
| TOTAL | 19.922 | 20.722 | 0.800 | 0.800 | 0.000 |

Finance & Resources

5.27 This Directorate's current net budget is £10.322m. The latest assessment of the year end position is for an underspend of £0.729m. This position has improved by £0.220m since Quarter 1.

5.28 The latest position is summarised below:

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 | | | | | |
|---|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Directorate | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Customer and Communications | 0.462 | 0.462 | 0.000 | 0.000 | 0.000 |
| Organisation Development & HR | 1.890 | 1.890 | 0.000 | 0.131 | (0.131) |
| Governance | (0.034) | 0.387 | 0.421 | (0.169) | 0.590 |
| Digital & Strategic IT | 1.108 | 1.108 | 0.000 | 0.000 | 0.000 |
| Corporate Resources | (0.970) | (2.120) | (1.150) | (0.471) | (0.679) |
| Transactional Services | 8.005 | 8.005 | 0.000 | 0.000 | 0.000 |
| Corporate and Departmental | (0.139) | (0.139) | 0.000 | 0.000 | 0.000 |
| TOTAL | 10.322 | 9.593 | (0.729) | (0.509) | (0.220) |

Management Action

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

Chief Executive

5.30 This Directorate's current net budget is £1.239m. This area is projected to overspend by £0.026m.

5.31 The latest summary for the service is shown below:

| CHIEF EXEC. - FORECAST (YEAR END) POSITION 2019-20 | | | | | |
|---|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Directorate | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Local Welfare Provision | 0.275 | 0.275 | 0.000 | 0.000 | 0.000 |
| Executive's Office | 0.334 | 0.360 | 0.026 | 0.013 | 0.013 |
| Strategy and Performance | 0.630 | 0.630 | 0.000 | 0.000 | 0.000 |
| TOTAL | 1.239 | 1.265 | 0.026 | 0.013 | 0.013 |

Executive Office

- 5.33 There is a projected budget pressure of £0.026m on this budget. This is due to additional costs for staff advertising.

Management Action

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

Treasury Management

- 5.35 The holding costs payable by Slough Urban Renewal to SBC arising from the Thames Valley University site are now included in the forecast.

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 Q2) 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 and Q2 Position Forecast | | | |
|--|---------------|---------------------------------|----------------|
| Council Reserves | | Q2 – Projected Overspend | |
| | £m | | £m |
| General Fund | 8.200 | Trust Deficit at 31.03.19 | (4.000) |
| Earmarked Reserves | 4.200 | Trust – 19/20 overspend | (2.837) |
| Total | 12.400 | Q2 – SBC Forecast | (0.193) |
| | | Total | (7.030) |
| Less Current Deficit | (7.030) | | |
| Possible Balance at 31.03.20 | 5.370 | | |

- 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 On 11 October 2019, the Department for Education (DfE) published a consultation paper concerning the treatment of the DSG deficit on a local authority's balance sheet. The DfE's description of the consultation is as follows:

The Department for Education is consulting on changing the conditions and regulations applying to the dedicated schools grant (DSG), to clarify that it is a ring-fenced specific grant, separate from the general funding of local authorities.

It will also clarify that local authorities are expected to carry forward any deficits they may have on their DSG accounts, and the deficit does not have to be covered by their general reserves.

The government will then make a decision on the proposed changes, in time to inform the setting of local authorities’ budgets for the 2020 to 2021 financial year.

- 6.5 The proposals within the consultation are welcome and officers have submitted a positive response to DfE

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 (YEAR END) POSITION 2019-20 | | | | | |
|--|------------------------------|-------------------------|---------------------------|-----------------------------------|--|
| Housing Revenue Account | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| EXPENDITURE | | | | | |
| Management Team (& Recharges) | 4.965 | 4.965 | 0.000 | 0.000 | 0.000 |
| Supported Housing | 0.030 | 0.030 | 0.000 | 0.000 | 0.000 |
| Tenant Services | 1.835 | 1.835 | 0.000 | 0.000 | 0.000 |
| Neighbourhood Housing Area North | 0.509 | 0.509 | 0.000 | 0.000 | 0.000 |
| Neighbourhood Housing Area South | 0.368 | 0.368 | 0.000 | 0.000 | 0.000 |
| Neighbourhood Housing Area East | 0.504 | 0.504 | 0.000 | 0.000 | 0.000 |
| Areas & Investigations | 0.564 | 0.564 | 0.000 | 0.000 | 0.000 |
| Client Services Team | 0.926 | 0.926 | 0.000 | 0.000 | 0.000 |

| | | | | | |
|---|-----------------|-----------------|--------------|--------------|--------------|
| Neighbourhood Resilience & Enforcement Team | 0.322 | 0.322 | 0.000 | 0.000 | 0.000 |
| Housing Allocations | 0.071 | 0.071 | 0.000 | 0.000 | 0.000 |
| Tenants Participation Team | 0.302 | 0.302 | 0.000 | 0.000 | 0.000 |
| Lettings | 0.202 | 0.202 | 0.000 | 0.000 | 0.000 |
| Leaseholder Team | 0.236 | 0.236 | 0.000 | 0.000 | 0.000 |
| Housing Repairs | 8.500 | 8.500 | 0.000 | 0.000 | 0.000 |
| Loans, Bad Debt & Council Tax | 5.701 | 5.701 | 0.000 | 0.000 | 0.000 |
| Depreciation & Funding of Capital Projects | 12.515 | 12.515 | 0.000 | 0.000 | 0.000 |
| TOTAL EXPENDITURE | 37.550 | 37.550 | 0.000 | 0.000 | 0.000 |
| INCOME | | | | | |
| Dwelling Rents | (31.453) | (31.453) | 0.000 | 0.000 | 0.000 |
| Garage Rents | (0.491) | (0.491) | 0.000 | 0.000 | 0.000 |
| Shop Rent | (0.635) | (0.635) | 0.000 | 0.000 | 0.000 |
| Other Rents | (0.646) | (0.646) | 0.000 | 0.000 | 0.000 |
| Leaseholder Service Charges | (0.296) | (0.296) | 0.000 | 0.000 | 0.000 |
| General Service Charges | (1.143) | (1.143) | 0.000 | 0.000 | 0.000 |
| Interest | (0.015) | (0.015) | 0.000 | 0.000 | 0.000 |
| TOTAL INCOME | (34.679) | (34.679) | 0.000 | 0.000 | 0.000 |
| TOTAL | 2.871 | 2.871 | 0.000 | 0.000 | 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 and by the type of savings.

| 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 | Stephen Gibson | 4,769 | 4,769 | 0 | 0 |
| Place & Development | Richard West | 1,930 | 1,930 | 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 |
| % Against Saving | | | 86% | 5% | 9% |
| % Savings from Previous month | | | 86% | 5% | 9% |
| | | | 0% | 0% | 0% |

8.2 Type of Saving

| Service | Accounting | Commercial | Efficiency | Income | Staffing | Strategic Review | Total |
|------------------------------|--------------|--------------|------------|------------|--------------|------------------|---------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Adult & Communities | 229 | 284 | 100 | 0 | 165 | 127 | 905 |
| Children, Learning & Skills | 0 | 0 | 0 | 0 | 170 | 0 | 170 |
| Regeneration | 1,250 | 3,069 | 0 | 450 | 0 | 0 | 4,769 |
| Place & Development | 0 | 1,550 | 380 | 0 | 0 | 0 | 1,930 |
| Finance & Resources | 500 | 815 | 355 | 500 | 1,790 | 0 | 3,960 |
| Treasury Finance & Resources | 750 | 390 | 0 | 0 | 0 | 0 | 1,140 |
| Total | 2,729 | 6,108 | 835 | 950 | 2,125 | 127 | 12,874 |

8.3 Appendix C 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)

8.4 The table below shows a more detailed analysis of the saving within Adults & Communities. The savings identified at the A&C department meeting on 30th September 2019 and 28th October 2019 are £811k representing 90% for the service. The green savings are grouped together and amber identified separately below.

8.5 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 | | | | |

Children, Learning & Skills (CLS)

8.6 The table below shows the savings for CLS which are achieved.

| 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 | | | | |
| 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 | | | | |

Regeneration

- 8.7 The table below shows a more detailed analysis of the saving within Regeneration. The savings identified are now £4,769k 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 |
|--------------|---------------------|---------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--------------|-------|--------------------------|-------------|
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| Regeneration | Regeneration | Various | | 4,769 | 4,769 | 0 | 0 | Various | GREEN | All to be met in 2019/20 | Various |
| Total | Regeneration | | | 4,769 | 4,769 | 0 | 0 | | | | |

Place & Development (P&D)

- 8.8 The table below shows a more detailed analysis of the saving within Place & Development. The savings identified are now £1,930k 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 |
|--------------|---------------------|---------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--------------|-------|--------------------------|-------------|
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| P&D | P&D | Various | | 1,930 | 1,930 | 0 | 0 | Various | GREEN | All to be met in 2019/20 | Various |
| Total | Regeneration | | | 1,930 | 1,930 | 0 | 0 | | | | |

Finance & Resources (F&R)

- 8.9 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. These were reviewed at the department meeting on 21st September and 24th October 2019.
- 8.10 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 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 | | | | |
| 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 The virements below represent movements from centrally held budgets to implement previous Council decisions. Cabinet is asked to provide its approval for these virements.

| Reference | Reason | Adults and Communities | Children, Learning and Skills | Regeneration | Place & Development | Finance and Resources | Chief Executive | Below the Line Additions |
|---|-----------------------------------|------------------------|-------------------------------|-------------------|---------------------|-----------------------|-----------------|--------------------------|
| PL-798 | Care Leavers & Council Tax | 0.00 | 0.00 | 0.00 | 0.00 | 75,000.00 | 0.00 | (75,000.00) |
| PL-772 | Release of 2018/19 Carry Forwards | 181,090.00 | 50,000.00 | 131,890.00 | 22,780.00 | | 0.00 | (385,760.00) |
| Virement Total Between Directorate | | 181,090.00 | 50,000.00 | 131,890.00 | 22,780.00 | 75,000.00 | 0.00 | (460,760.00) |

9.2 The virements below require Cabinet approval as the movements are over the specified £250,000 limit in the financial regulations. These virements are movements within a directorate transferring budgets to individual service areas cost centres.

| Reference | Department | Budget Transfers Over £250,000 | Amount |
|-----------|-----------------------------|--|--------------|
| PL-703 | Children, Learning & Skills | Allocating Sixth Form Funding | 1,726,328.00 |
| PL-704 | Children, Learning & Skills | Allocating Sixth Form Funding | 282,404.00 |
| PL-715 | Adults & Communities | Allocating Better Care Fund to localities | 3,357,100.00 |
| PL-719 | Children, Learning & Skills | DSG High Needs Block Transfer of Funds | 500,000.00 |
| PL-720 | Children, Learning & Skills | Pupil Premium Allocation for Qtr 1 | 1,851,960.00 |
| PL-721 | Children, Learning & Skills | School Grant Allocation (UIFSMs) | 964,151.00 |
| PL-750 | Children, Learning & Skills | School Term Adjustment | 374,825.41 |
| PL-763 | Children, Learning & Skills | High Needs Block Adjustment | 575,180.00 |
| PL-771 | Regeneration | Asset Management Conversion of Fees Income Target to Rental Income | 700,000.00 |

| | | | |
|--------|-----------------------------|---|--------------|
| PL-776 | Children, Learning & Skills | High Needs Block Growth Special Schools | 442,127.00 |
| PL-782 | Children, Learning & Skills | Early Years Funding Correction | 477,300.00 |
| PL-788 | Children, Learning & Skills | Growth Fund Various Schools | 548,507.00 |
| PL-805 | Children, Learning & Skills | Government Grant Transfer Skills Funding & NLDC | 1,004,786.00 |

10. WRITE OFFS

- 10.1 Write offs totalling £542,457.04 have arisen over the past 3 months. Cabinet was 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 | Housing Benefit | Total |
|--|-------------------|-----------------|------------------|-------------------|
| | £ | £ | £ | £ |
| Unable to trace / Absconded | 70,125.28 | 0.00 | 2,862.08 | 72,987.36 |
| Vulnerable Persons | 0.00 | 213.49 | 39.62 | 253.11 |
| Deceased | 0.00 | 3,219.93 | 5,661.04 | 8,880.97 |
| Statute bared/Unable to Enforce | 0.00 | 0.00 | 8,726.36 | 8,726.36 |
| Bankruptcy | 0.00 | 634.01 | 0.00 | 634.01 |
| Instruction from Client | 0.00 | 0.00 | 0.00 | 0.00 |
| Dissolved / Proposal to Strike / Liquidation / Receivership / Administration | 404,661.68 | 0.00 | 0.00 | 404,661.68 |
| Misc. (incl uneconomical to pursue) | 67.20 | 0.00 | 82.56 | 149.76 |
| Credit Balances | 46,163.79 | 0.00 | 0.00 | 46,163.79 |
| Total | 521,017.95 | 4,067.43 | 17,371.66 | 542,457.04 |

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 continue taking immediate actions to seek to rectify the situation and will continue to update cabinet accordingly.

12. Appendices Attached

- 'A' - General Fund Overall Forecast Position
 'B' - General Fund Forecast Position Detailed
 'C' - General Fund Savings Monitor

| Directorate | Revised Budget | Projected Outturn | Planned In Year Savings | Forecast 1920 | Full Year Variance | Q1 June Variance | Change |
|--------------------------------------|----------------|-------------------|-------------------------|----------------|--------------------|------------------|----------------|
| | £'M | £'M | £'M | £'M | £'M | £'M | £'M |
| Adult and Communities | | | | | | | |
| Adult Social Care | 34.938 | 38.976 | (2.765) | 36.211 | 1.273 | 1.001 | 0.272 |
| Public Health | (0.648) | (0.648) | 0.000 | (0.648) | 0.000 | 0.000 | 0.000 |
| Communities and Leisure | 6.457 | 5.921 | 0.000 | 5.921 | (0.536) | (0.151) | (0.385) |
| Regulatory Services | 0.465 | 0.786 | (0.128) | 0.658 | 0.193 | 0.002 | 0.191 |
| Total | 41.212 | 45.035 | (2.893) | 42.142 | 0.930 | 0.852 | 0.078 |
| Children, Learning and Skills | | | | | | | |
| Directorate Services | 1.803 | 1.770 | 0.000 | 1.770 | (0.033) | (0.062) | 0.029 |
| Slough Childrens' Service Trust | 27.038 | 33.875 | 0.000 | 33.875 | 6.837 | 8.000 | (1.163) |
| Inclusion | 0.563 | 0.790 | (0.175) | 0.615 | 0.052 | 0.084 | (0.032) |
| Schools | 3.413 | 4.526 | (0.064) | 4.462 | 1.049 | 0.825 | 0.224 |
| Early Years and Prevention | 2.049 | 1.810 | (0.126) | 1.684 | (0.365) | (0.309) | (0.056) |
| Sub-Total | 34.866 | 42.771 | (0.365) | 42.406 | 7.540 | 8.538 | (0.998) |
| Dedicated Schools Grant (DSG) | (0.337) | (0.337) | 0.000 | (0.337) | 0.000 | 0.000 | 0.000 |
| Total | 34.529 | 42.434 | (0.365) | 42.069 | 7.540 | 8.538 | (0.998) |
| Regeneration | | | | | | | |
| Directorate Management Unit | 0.656 | 0.656 | 0.000 | 0.656 | 0.000 | 0.000 | 0.000 |
| Major Infrastructure | 4.412 | 4.489 | 0.000 | 4.489 | 0.077 | 0.136 | (0.059) |
| Planning & Transport | 1.340 | 0.464 | 0.000 | 0.464 | (0.876) | (0.788) | (0.088) |
| Parking | 0.375 | 0.375 | 0.000 | 0.375 | 0.000 | 0.000 | 0.000 |
| Regeneration Development | (7.262) | (6.911) | 0.000 | (6.911) | 0.351 | 0.094 | 0.257 |
| Regeneration Delivery | (1.387) | (1.387) | 0.000 | (1.387) | 0.000 | 0.000 | 0.000 |
| Economic Development | (0.170) | 0.181 | 0.000 | 0.181 | 0.351 | 0.386 | (0.035) |
| Total | (2.036) | (2.133) | 0.000 | (2.133) | (0.097) | (0.172) | 0.075 |
| Place & Development | | | | | | | |
| Building Management | 3.795 | 3.795 | 0.000 | 3.795 | 0.000 | 0.000 | 0.000 |
| Strategic Housing Services | 1.756 | 2.556 | 0.000 | 2.556 | 0.800 | 0.800 | 0.000 |
| Neighbourhood Services | 1.363 | 1.363 | 0.000 | 1.363 | 0.000 | 0.000 | 0.000 |
| Environmental Services | 14.164 | 14.164 | 0.000 | 14.164 | 0.000 | 0.000 | 0.000 |
| DSO | (1.156) | (1.156) | 0.000 | (1.156) | 0.000 | 0.000 | 0.000 |
| Total | 19.922 | 20.722 | 0.000 | 20.722 | 0.800 | 0.800 | 0.000 |
| Finance and Resources | | | | | | | |
| Customer and Communications | 0.462 | 0.462 | 0.000 | 0.462 | 0.000 | 0.000 | 0.000 |
| Organisation Development and HR | 1.890 | 1.890 | 0.000 | 1.890 | 0.000 | 0.131 | (0.131) |
| Governance | (0.034) | 0.387 | 0.000 | 0.387 | 0.421 | (0.169) | 0.590 |
| Digital and Strategic IT | 1.108 | 1.108 | 0.000 | 1.108 | 0.000 | 0.000 | 0.000 |
| Corporate Resources | (0.970) | (2.120) | 0.000 | (2.120) | (1.150) | (0.471) | (0.679) |
| Transactional Services | 8.005 | 8.005 | 0.000 | 8.005 | 0.000 | 0.000 | 0.000 |
| Corporate and Departmental | (0.139) | (0.139) | 0.000 | (0.139) | 0.000 | 0.000 | 0.000 |
| Total | 10.322 | 9.593 | 0.000 | 9.593 | (0.729) | (0.509) | (0.220) |
| Chief Executive Office | | | | | | | |
| Local Welfare Provision | 0.275 | 0.275 | 0.000 | 0.275 | 0.000 | 0.000 | 0.000 |
| Executive's Office | 0.334 | 0.360 | 0.000 | 0.360 | 0.026 | 0.013 | 0.013 |
| Strategy and Performance | 0.630 | 0.630 | 0.000 | 0.630 | 0.000 | 0.000 | 0.000 |
| Total | 1.239 | 1.265 | 0.000 | 1.265 | 0.026 | 0.013 | 0.013 |
| GRAND TOTAL | 105.188 | 116.916 | (3.258) | 113.658 | 8.470 | 9.522 | (1.052) |

| | |
|---|--------------|
| % of revenue budget over/(under) | 8.05% |
|---|--------------|

| Non Service Areas | | | | | | | |
|--------------------------|--------------|----------------|--------------|----------------|----------------|--------------|----------------|
| Treasury Management | 0.139 | (1.301) | 0.000 | (1.301) | (1.440) | 0.000 | (1.440) |
| Other Non-Service Items | 1.195 | 1.195 | 0.000 | 1.195 | 0.000 | 0.119 | (0.119) |
| Parish Precepts | 0.103 | 0.103 | 0.000 | 0.103 | 0.000 | 0.000 | 0.000 |
| Total | 1.437 | (0.003) | 0.000 | (0.003) | (1.440) | 0.119 | (1.559) |

| | | | | | | | |
|--------------------|----------------|----------------|----------------|----------------|--------------|--------------|----------------|
| GRAND TOTAL | 106.625 | 116.913 | (3.258) | 113.655 | 7.030 | 9.641 | (2.611) |
|--------------------|----------------|----------------|----------------|----------------|--------------|--------------|----------------|

| Sources of Finance | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Business Rates and other sources | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| | 0.000 |

| | | | | | | | |
|-------------------------|----------------|----------------|----------------|----------------|--------------|--------------|----------------|
| Overall Position | 106.625 | 116.913 | (3.258) | 113.655 | 7.030 | 9.641 | (2.611) |
|-------------------------|----------------|----------------|----------------|----------------|--------------|--------------|----------------|

| | | |
|---------------------------------|----------------|--------------|
| % of budget over/(under) | Page 23 | 6.59% |
|---------------------------------|----------------|--------------|

Appendix B General Fund Year End Position

1. Adults & Communities - Adult Social Care

In comparison to Quarter 1 there is an increase in the overspend by £0.272m. 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 £1.273m over spend is still projected due to the reasons outlined above.

| ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 | | | | | |
|--|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| ADULT SOCIAL CARE | | | | | |
| Service | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Safeguarding and Governance | 0.463 | 0.471 | 0.008 | (0.008) | 0.016 |
| ASC Management | (2.059) | (2.328) | (0.269) | (1.733) | 1.464 |
| Directly Provided Services | 2.241 | 2.245 | 0.003 | 0.064 | (0.061) |
| Mental Health Services | 4.321 | 4.472 | 0.151 | 0.096 | 0.055 |
| Learning Disability Services | 10.205 | 11.517 | 1.312 | 0.745 | 0.567 |
| North Locality | 4.705 | 6.065 | 1.361 | 1.621 | (0.260) |
| South Locality | 4.086 | 5.009 | 0.923 | 1.238 | (0.315) |
| East Locality | 5.982 | 6.748 | 0.766 | 1.667 | (0.901) |
| Reablement | 1.309 | 1.260 | (0.049) | 0.000 | (0.049) |
| Care Group Commissioning | 3.684 | 3.517 | (0.167) | (0.074) | (0.093) |
| Sub Total before Planned in Year Savings | 34.938 | 38.976 | 4.038 | 3.616 | 0.422 |
| Planned in year savings | 0.000 | (2.765) | (2.765) | (2.615) | (0.150) |
| Sub Total | 34.938 | 36.211 | 1.273 | 1.001 | 0.272 |

2. Adults & Communities - Public Health

The gross budget for public health is £6.945m 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 | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Public Health | | | | | |
| Staffing | 0.542 | 0.542 | 0.000 | 0.000 | 0.000 |
| Project Work | 4.884 | 4.884 | 0.000 | 0.000 | 0.000 |
| Internal Recharges | 1.486 | 1.486 | 0.000 | 0.000 | 0.000 |
| Other Services | 0.033 | 0.033 | 0.000 | 0.000 | 0.000 |
| Income | (7.593) | (7.593) | 0.000 | 0.000 | 0.000 |
| Sub Total | (0.648) | (0.648) | 0.000 | 0.000 | 0.000 |

3. Adults & Communities - Communities

The projected outturn for communities & skills is an underpend of £0.536m. The position has improved by £0.385m due to improved income and reduced spend

in projects. The projected outturn for regulatory services is an overspend of £0.193m with increased grounds maintenance costs.

| ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 COMMUNITIES | | | | | |
|--|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Service | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Communities | | | | | |
| Community and Skills | 6.457 | 5.921 | (0.536) | (0.151) | (0.385) |
| Enforcement and Regulation | 0.465 | 0.658 | 0.193 | 0.002 | 0.191 |
| Sub Total | 6.922 | 6.579 | (0.343) | (0.149) | (0.194) |

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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Directorate Management Unit | 0.656 | 0.656 | 0.000 | 0.000 | 0.000 |
| TOTAL | 0.656 | 0.656 | 0.000 | 0.000 | 0.000 |

5. Regeneration - Major Infrastructure

The Major Infrastructure service is projecting a £0.077m overspend. This has decreased from **£0.136m** from last quarter into a favourable change of £0.059m. This is summarised below:

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 MAJOR INFRASTRUCTURE | | | | | |
|---|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Service - Major Infrastructure | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Heathrow Strategic Planning Group | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Planning Development Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Highways & Transportation Consultancies | 0.486 | 0.545 | 0.059 | 0.037 | 0.022 |
| Transport and Highways | 0.582 | 0.345 | (0.237) | (0.257) | 0.020 |
| Environmental Quality | 0.249 | 0.262 | 0.013 | 0.004 | 0.009 |
| Fleet Challenge | 0.045 | 0.045 | 0.000 | 0.000 | 0.000 |
| Highways / Roads (Structural) | 0.088 | 0.081 | (0.007) | 0.000 | (0.007) |
| Street Lighting | 0.356 | 0.513 | 0.157 | 0.167 | (0.010) |
| Air Quality Sensor Project | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Traffic Management & Road Safety | 0.399 | 0.441 | 0.042 | 0.086 | (0.044) |
| Access Fund | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Public Transport | 2.186 | 2.174 | (0.012) | (0.003) | (0.009) |
| Fleet Management | 0.023 | (0.019) | (0.042) | (0.042) | 0.000 |
| Community Transport | (0.002) | 0.102 | 0.104 | 0.144 | (0.040) |
| TOTAL | 4.412 | 4.489 | 0.077 | 0.136 | (0.059) |

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.

Highways and Transportation Consultancies – A forecast overspend of **£0.059m** is due to additional work required from consultants not previously anticipated. The forecast has decreased from the previous month due to refining and analysis of the work stream volumes and prices this will continue to mitigate the pressures.

Transport & Highways – an underspend of **£0.237m** is reported due to estimated additional recharges to capital due to the level of capital works being undertaken.

Street Lighting – an overspend of **£0.157m**. This is due to expenditure pressures in this team within maintenance costs. These pressures are being actively managed downwards and show an improved position from quarter 1.

Community Transport – is likely to overspend by **£ 0.104m** as a result of additional staff costs, higher leasing costs and lower income than budgeted for.

6. **Regeneration - Planning & Transport**

The Planning and Transport service has forecast an underspend of **£0.876m** an improvement from quarter 1 of £0.088m 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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Local Land Charges | (0.068) | (0.068) | 0.000 | 0.000 | 0.000 |
| Bus Lane Enforcement | (0.350) | (1.204) | (0.854) | (0.785) | (0.069) |
| Highways | 0.144 | 0.113 | (0.031) | 0.000 | (0.031) |
| Planning Policy | 0.343 | 0.350 | 0.007 | 0.000 | 0.007 |
| Building Control | 0.049 | 0.045 | (0.004) | 0.000 | (0.004) |
| Development Management | 0.213 | 0.213 | 0.000 | 0.000 | 0.000 |
| Highways / Roads (Routine) | 0.941 | 0.941 | 0.000 | 0.000 | 0.000 |
| Land Drainage | 0.159 | 0.156 | (0.003) | (0.003) | 0.000 |
| Street works and Permits | (0.091) | (0.082) | 0.009 | 0.000 | 0.009 |
| TOTAL | 1.340 | 0.464 | (0.876) | (0.788) | (0.088) |

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 an overall breakeven position. This is summarised below:

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 <u>PARKING</u> | | | | | |
|---|------------------------------|-------------------------|---------------------------|-----------------------------------|--|
| Service - Parking | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept.) |
| | | | | | |
| | | | | | |

| | | | | | 2019 Q2) |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| | £'M | £'M | £'M | £'M | £'M |
| Car Parks | 0.293 | 0.291 | (0.002) | 0.000 | (0.002) |
| On- Street Parking Account | 0.316 | 0.316 | 0.000 | 0.000 | 0.000 |
| Parking Development | 0.051 | 0.051 | 0.000 | 0.000 | 0.000 |
| Car Parks-Ground Level Pay | (0.287) | (0.305) | (0.018) | 0.000 | (0.018) |
| Car Parks-Hatfield Multi Storey | 0.104 | 0.145 | 0.041 | 0.000 | 0.041 |
| Car Parks-Ground Level Free | 0.023 | 0.023 | 0.000 | 0.000 | 0.000 |
| Car Parks-Herschel Multi Story | (0.125) | (0.146) | (0.021) | 0.000 | (0.021) |
| TOTAL | 0.375 | 0.375 | 0.000 | 0.000 | 0.000 |

8. Regeneration - Regeneration Development

Currently Regeneration Development is forecasting an overspend of £0.351m.

| REGENERATION - FORECAST (YEAR END) POSITION 2019-20 | | | | | |
|--|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| REGENERATION DEVELOPMENT | | | | | |
| Service - Regeneration Development | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Strategic Acquisition Board | (4.905) | (5.211) | (0.306) | (0.734) | 0.428 |
| Slough Housing Company | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Asset Management | (1.017) | (0.328) | 0.689 | 0.680 | 0.009 |
| Commercial Properties | (1.339) | (1.299) | 0.040 | 0.063 | (0.023) |
| Age Concern | 0.208 | 0.207 | (0.001) | (0.015) | 0.014 |
| Capital Disposal & Feasibility Studies | (0.214) | (0.273) | (0.059) | 0.113 | (0.172) |
| Bus Station | 0.042 | 0.025 | (0.017) | (0.018) | 0.001 |
| Property Management | (0.037) | (0.032) | 0.005 | 0.005 | 0.000 |
| TOTAL | (7.262) | (6.911) | 0.351 | 0.094 | 0.257 |

The variance is made up of significant additional income from the purchase of investments by the Strategic Acquisitions Board of £0.306m. This income, however, masks a forecast overspend in Asset Management of £0.689m. 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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Property Services | (1.387) | (1.387) | 0.000 | 0.000 | 0.000 |
| TOTAL | (1.387) | (1.387) | 0.000 | 0.000 | 0.000 |

10. Regeneration - Economic Development

This service has a forecast overspend of **£0.351m** which is an improvement from last quarter. 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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Economic Development | (0.170) | 0.181 | 0.351 | 0.386 | (0.035) |
| TOTAL | (0.170) | 0.181 | 0.351 | 0.386 | (0.035) |

11. Place & Development - Building Management

Building Management is projected to overspend by £0.359m. The main reason for this variance is within the central functions of higher rates and utility costs for the corporate buildings. The service is aiming to mitigate these pressures within the service aiming to bring in further income and reducing costs.

| PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 BUILDING MANAGEMENT | | | | | |
|---|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Service - Building Management | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| ASC buildings | 0.171 | 0.173 | 0.002 | 0.000 | 0.002 |
| Central functions | 2.204 | 2.375 | 0.171 | 0.000 | 0.171 |
| Children Centres and Libraries | 0.685 | 0.571 | (0.114) | 0.000 | (0.114) |
| Community Centres and Hubs | 0.532 | 0.570 | 0.038 | 0.000 | 0.038 |
| Parks | 0.203 | 0.106 | (0.097) | 0.000 | (0.097) |
| Utilities holding codes | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| TOTAL | 3.795 | 3.795 | 0.000 | 0.000 | 0.000 |

12. Place & Development - 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:

| PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 STRATEGIC HOUSING SERVICES | | | | | |
|--|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Service - Strategic Housing Services | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Housing Development | 0.019 | 0.019 | 0.000 | 0.000 | 0.000 |
| Housing Allocations | 0.145 | 0.145 | 0.000 | 0.000 | 0.000 |
| JEH - Pandeen Court | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| JEH- 81 - 83 High Street | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Housing Revenues and | 0.140 | 0.140 | 0.000 | 0.000 | 0.000 |

| | | | | | |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| Reviews | | | | | |
| Temporary Accommodation | 0.110 | 1.068 | 0.958 | 0.958 | 0.000 |
| JEH LTD-General Admin | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Housing Advice and Homelessness | 0.638 | 0.638 | 0.000 | 0.000 | 0.000 |
| Customer and Business Support | 0.153 | 0.153 | 0.000 | 0.000 | 0.000 |
| JEH-Herschel Street | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Home Improvements | (0.111) | 0.049 | 0.160 | 0.160 | 0.000 |
| JEH-Broad Oak | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| MHCLG RSI Grant | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Housing Demand Grants | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Social Lettings | 0.483 | 0.165 | (0.318) | (0.318) | 0.000 |
| Strategic Housing | 0.179 | 0.179 | 0.000 | 0.000 | 0.000 |
| TOTAL | 1.756 | 2.556 | 0.800 | 0.800 | 0.000 |

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 continues to work 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. Place & Development - Neighbourhood Services

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

| PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 NEIGHBOURHOOD SERVICES | | | | | |
|--|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Service - Neighbourhood Services | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Caravan Parks | (0.085) | (0.085) | 0.000 | 0.000 | 0.000 |
| Enforcement | 0.438 | 0.438 | 0.000 | 0.000 | 0.000 |
| HMO Licencing | (0.100) | (0.100) | 0.000 | 0.000 | 0.000 |
| Net Team North | 0.219 | 0.219 | 0.000 | 0.000 | 0.000 |
| Net Team South | 0.174 | 0.174 | 0.000 | 0.000 | 0.000 |
| Net Team East | 0.225 | 0.225 | 0.000 | 0.000 | 0.000 |
| Neighbourhoods Resilience & Enforcement | 0.492 | 0.492 | 0.000 | 0.000 | 0.000 |

| | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|
| TOTAL | 1.363 | 1.363 | 0.000 | 0.000 | 0.000 |
|--------------|--------------|--------------|--------------|--------------|--------------|

14. **Place & Development - Environment Services**

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

| PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 ENVIRONMENTAL SERVICES | | | | | |
|--|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Service - Environmental Services | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Waste Management | 5.310 | 5.310 | 0.000 | 0.000 | 0.000 |
| Chalvey Transfer Station | 1.483 | 1.483 | 0.000 | 0.000 | 0.000 |
| Cleansing | 2.042 | 2.042 | 0.000 | 0.000 | 0.000 |
| Public Conveniences | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Domestic Refuse | 4.360 | 4.360 | 0.000 | 0.000 | 0.000 |
| Grounds Maintenance | 0.953 | 0.953 | 0.000 | 0.000 | 0.000 |
| Waste & Environment | 0.016 | 0.016 | 0.000 | 0.000 | 0.000 |
| TOTAL | 14.164 | 14.164 | 0.000 | 0.000 | 0.000 |

15. **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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Information Governance | 0.079 | 0.079 | 0.000 | 0.000 | 0.000 |
| Media & Communications | 0.423 | 0.423 | 0.000 | 0.000 | 0.000 |
| Events | 0.003 | 0.003 | 0.000 | 0.000 | 0.000 |
| Fireworks | 0.011 | 0.011 | 0.000 | 0.000 | 0.000 |
| Printing | (0.054) | (0.054) | 0.000 | 0.000 | 0.000 |
| TOTAL | 0.462 | 0.462 | 0.000 | 0.000 | 0.000 |

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

The OD&HR service is projected to breakeven. The services has reduced expenditure Human Resources to reduce the overspend. This is summarised in the table below.

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 ORGANISATION DEVELOPMENT & HR | | | | | |
|---|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Service - Organisation Development & HR (OD&HR) | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Human Resources | 1.010 | 1.010 | 0.000 | 0.130 | (0.130) |
| Health and Safety | 0.152 | 0.171 | 0.019 | 0.032 | 0.013 |
| Training | 0.516 | 0.516 | 0.000 | 0.000 | 0.000 |
| Emergency Planning | 0.183 | 0.151 | (0.032) | (0.042) | 0.010 |
| Union Work | 0.029 | 0.042 | 0.013 | 0.011 | 0.002 |

| | | | | | |
|----------------------------|--------------|--------------|--------------|--------------|----------------|
| The Slough academy Project | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| TOTAL | 1.890 | 1.890 | 0.000 | 0.131 | (0.131) |

The reasons for this variance are:

Health and Safety – is forecast to overspend by **£0.019m** as a result of a recharge income target that will not be fully realised;

Emergency Planning – this is forecast to be underspent by **£0.032m** due to a vacant post and an underspend on joint arrangements;

Union Work – an overspend of **£0.013m** is forecast due to staffing cost pressures

17. **Finance & Resources - Governance**

The budgets within the Governance service have a projected overspend of **£0.421m**. 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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Law & Corporate Governance | (1.118) | (0.828) | 0.290 | (0.182) | 0.472 |
| Corporate Procurement | (0.271) | (0.292) | (0.021) | (0.071) | 0.050 |
| Committees Services | 0.807 | 0.824 | 0.017 | 0.028 | (0.011) |
| Elections | 0.230 | 0.347 | 0.117 | 0.000 | 0.117 |
| Electoral Registration | 0.087 | 0.113 | 0.026 | 0.063 | (0.037) |
| Mayoralty/Civic | 0.096 | 0.093 | (0.003) | (0.004) | 0.001 |
| Group Support | 0.135 | 0.130 | (0.005) | (0.003) | (0.002) |
| TOTAL | (0.034) | 0.387 | 0.421 | (0.169) | 0.590 |

The reasons for this variance are:

Law and Corporate Governance - is expected to overspend by **£0.290m**, this is mainly due to increased legal cost pressures.

Committee Services - is projected to overspend by **£0.017m** due to member allowances and printing costs;

Election Service - projects to overspend by **£0.117m** due to a shortfall in actual against planned income.

Electoral Registration - projects an over spend of **£0.026m** due to higher canvasser fees.

18. **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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| | | | | | |

| | £'M | £'M | £'M | £'M | £'M |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
| IS & IT | 0.837 | 0.837 | 0.000 | 0.000 | 0.000 |
| Systems Support & Development | 0.192 | 0.192 | 0.000 | 0.000 | 0.000 |
| Information Governance-FOI | 0.079 | 0.079 | 0.000 | 0.000 | 0.000 |
| TOTAL | 1.108 | 1.108 | 0.000 | 0.000 | 0.000 |

19. **Finance & Resources - Corporate Resources**

This Service Area is currently reporting an underspend of £2.120m. This is summarised in the table below the main improvement in the variance are contract savings.

| FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CORPORATE RESOURCES | | | | | |
|---|-----------------------|------------------|--------------------|----------------------------|---------------------------------------|
| Service - Corporate Resources | Revised Annual Budget | Revised Forecast | Full Year Variance | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Finance Miscellaneous | 0.091 | 0.103 | 0.012 | 0.000 | 0.012 |
| Corporate Finance | (1.705) | (2.855) | (1.150) | (0.457) | (0.693) |
| Insurance and Risk | 0.297 | 0.300 | 0.003 | 0.027 | (0.024) |
| Internal Audit | 0.190 | 0.190 | 0.000 | (0.006) | 0.006 |
| Investigations Unit | (0.050) | (0.008) | 0.042 | (0.003) | 0.045 |
| Care Leavers & Council Tax | 0.075 | 0.018 | (0.057) | (0.032) | (0.025) |
| Finance & Resources | 0.132 | 0.132 | 0.000 | 0.000 | 0.000 |
| TOTAL | (0.970) | (2.120) | (1.150) | (0.471) | (0.679) |

20. **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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Transactional Services | 8.005 | 8.005 | 0.000 | 0.000 | 0.000 |
| TOTAL | 8.005 | 8.005 | 0.000 | 0.000 | 0.000 |

21. **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 | Last Variance June 2019 Q1 | Change (June 2019 Q1 & Sept. 2019 Q2) |
| | £'M | £'M | £'M | £'M | £'M |
| Transactional Services | (0.139) | (0.139) | 0.000 | 0.000 | 0.000 |
| TOTAL | (0.139) | (0.139) | 0.000 | 0.000 | 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 |
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| 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 |
|--------------|--------------------------|------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|---|-------|---|-------------|
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| 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 | 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 |
| Total | Regeneration | | | 4,769 | 4,769 | 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 |
|--------------|--------------------------------|------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--|-------|----------|-------------|
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| P&D | Building Management | B060 | | 15 | 15 | 0 | 0 | Maximise use of office space and FM Contracts Review | GREEN | | Efficiency |
| P&D | Housing | H221 | TF | 100 | 100 | 0 | 0 | Housing Regulations Team - Business Development Manager | GREEN | | Efficiency |
| P&D | Housing | H218 | TF | 100 | 100 | 0 | 0 | Private Sector Acquisition Team (Housing) | GREEN | | Efficiency |
| P&D | Housing | H218 | | 165 | 165 | 0 | 0 | Housing Services - Efficiencies | GREEN | | Efficiency |
| P&D | Housing | H218 | TF | 200 | 200 | 0 | 0 | Impact of James Elliman Homes | GREEN | | Commercial |
| P&D | Environmental Services | D880 | | 100 | 100 | 0 | 0 | Environmental services - work for other local authorities (Line Painting etc.) | GREEN | | Commercial |
| P&D | DSO | D880 | TF | 1,200 | 1,200 | 0 | 0 | DSO - Fees on Total Highways Capital Programme | GREEN | | Commercial |
| P&D | DSO | D880 | | 50 | 50 | 0 | 0 | DSO Traded Services | GREEN | | Commercial |
| Total | Place & Development | | | 1,930 | 1,930 | 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 |
|--------------|--------------------------------|---------------------------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--|-------|---|-------------|
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| 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 |
|----------------------------|---|------|--------------------------------|----------------|----------------------------|---------------------------------|---------------------------------|--|-------|----------|-------------|
| | | | | £'000 | £'000 | £'000 | £'000 | | | | |
| 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 | | | | |

| 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 |

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 9th January 2020

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
FOR COMMENT AND CONSIDERATION

CAPITAL MONITORING REPORT AT 30th SEPTEMBER 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 September 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 Overview and Scrutiny Committee is requested to note the report and Capital Expenditure of £93.587m in the second quarter of 2019-20 against an approved budget of £212.706m. This represents 44% of the approved budget being spent with a current projection that 94% 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 £111.541m 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 September 2019 is as follows:

| | 19-20 approved budget | Adjustment | Carry forward | 19-20 revised budget | Actual to September 2019 | Projected Spend to Oct 19 to March 2020 | Forecast | Variance | Overspend /Underspend) |
|--|-----------------------|--------------|---------------|----------------------|--------------------------|---|----------------|-----------------|------------------------|
| Directorate | £000s | £000s | £000s | £000s | £000s | £000s | £000s | £000s | % |
| Children's, Learning & Skills Services | 29,262 | 75 | 1,057 | 30,394 | 13,901 | 7,838 | 21,739 | (8,655) | (28%) |
| Places & Development | 9,575 | 0 | 7,844 | 17,406 | 6,631 | 10,103 | 16,734 | (672) | (4%) |
| Finance & Resources | 5,050 | 0 | 35 | 5,085 | 1,366 | 3,932 | 5,298 | 213 | 4% |
| Adults & Communities | 800 | 589 | 9,786 | 11,175 | 2,496 | 7,764 | 10,260 | (915) | (8%) |
| Regeneration | 46,220 | 160 | 59,593 | 105,973 | 60,991 | 47,524 | 108,515 | 2,542 | 2% |
| Housing Revenue Account | 5,162 | 1,089 | 12,038 | 18,289 | 3,832 | 11,012 | 14,844 | (3,445) | (19%) |
| Affordable Housing | 22,000 | 2,384 | 0 | 24,384 | 4,374 | 20,010 | 24,384 | 0 | 0% |
| Total | 118,069 | 4,297 | 90,353 | 212,706 | 93,591 | 108,183 | 201,774 | (10,932) | 5% |
| Anticipated spend to y/e | 108,183 | | | | | | | | |

5.3 In the first half of the 2019-20 Financial Year, £93.591m or 44% of the revised budget of £212.760m has been spent. Spend is traditionally lower in the first half of the financial year, but £93.591m is still a considerable sum and it is currently projected that 95% 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 2 (£m) | Comments |
|--------------------------------------|-------------------------------|----------------------------|--|
| Leisure Centre Farnham Road | Adults & Communities | 2.197 | Leisure Centre opened end March 2019. This is residual expenditure as project comes to an end |
| Secondary Expansion Programme | Children Schools and Families | 12.191 | Secondary School Expansion Programme main item of which acquisitions totalling £9.7m to facilitate the construction of Grove Academy |
| James Elliman Homes | Regeneration | 5.950 | Drawdown to James Elliman Homes to purchase properties for use a temporary accommodation |
| Old Library Site Hotel Development | Regeneration | 5.996 | Development of Old Library Site to include two new hotels |
| Strategic Acquisition Board | Regeneration | 33.196 | Main item of expenditure £8.343m to purchase Odeon, Basingstoke for rental income to support revenue budget |
| Thames Valley University Development | Regeneration | 8.561 | Third and Final installment of purchase of former Thames valley University site |
| TOTAL | | 68.091 | |

5.4 The six projects listed in the table above represent 73% of the expenditure made so far in the first qhalf 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 £30.394m an increase of £1.132m on the budget initially approved in February 2019.

7.2 So far in 2019-20, £13.901m has been spent or 46% 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.

Places and Development

- 7.3 The budgets for this new Directorate in 2019-20 is £17.046m and include 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. Also General Fund Housing and Building Management Projects have been moved into this Directorate following the recent change in Directorate Structure. Large projects include £7.591m for the Corporate Headquarters project and £6.045m Capital Loans for Nova House. So far in 2019-20, £6.631m or 39% of the revised budget has been spent and it is currently projected that 96% 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 £5.085m 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 the revised 2019-20 budget will be fully spent by the end of the financial year.

7.5 Adults and Communities

The revised budget for this Directorate is now £11.175m. 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 92% 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 £105.973m. 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 and £17.271m for the development of a Hotel on the old Slough Central Library site.
- 7.7 So far in 2019-20, £60.991m (58%) has been spent and this is predominantly due to £8.561m being spent on the former Thames Valley site acquisition, £33.196m on Strategic Acquisitions where the council has recently acquired the Odeon in Basingstoke, £5.95m on Capital Loans to James Elliman Homes and £5.996m on

the Hotel Development. It is currently projected that all of the revised 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 81% of this budget will be 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 Buys 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 £93.587m in the second quarter of 2019-20 against an approved budget of £212.706m. This represents 44% of the approved budget being spent with a current projection that 94% 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 | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|---|------------------------|------------|-------|---------------|---------------------|----------------------------------|----------------------|----------|---|
| | Children, Learning and Skills | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | <u>Early Years & Prevention</u> | | | | | | | | | |
| P749 | Children's Centres Refurbishments | 40 | | 92 | 132 | 3 | 119 | 122 | (10) | |
| P142 | Children's Centres IT | | | 24 | 24 | 25 | | 25 | 1 | |
| P196 | Early Years Service Capital Development Programme | 500 | | | 500 | 217 | 284 | 501 | 1 | |
| | Total Early Years & Prevention | 540 | 0 | 116 | 656 | 245 | 403 | 648 | (8) | |
| | Schools | | | | | | | | | |
| P051 | Primary Expansions | 500 | (100) | 227 | 627 | 105 | 165 | 270 | (357) | Move £257k to 20/21; £100k to Town Hall; £100k to 21/22 |
| P076 | Town Hall Conversion | | 100 | | 100 | 6 | 44 | 50 | (50) | £100k from P051 |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|------------------------|------------|--------------|---------------|---------------------|----------------------------------|----------------------|----------------|---|
| P093 | Schools Modernisation Programme | 862 | | (140) | 722 | 25 | 507 | 532 | (190) | Move £190k to 20/21 |
| P101 | SEN Resources Expansion | 3,710 | | 245 | 3,955 | 1,133 | 2,822 | 3,955 | 0 | |
| P783 | Schools Devolved Capital | 100 | | | 100 | (52) | 152 | 100 | 0 | |
| P673 | DDA/SENDA Access Works | 50 | | | 50 | | | 0 | (50) | |
| P139 | 323 High St/Haybrook | | | 54 | 54 | | 54 | 54 | 0 | |
| P153 | Special School Expansion | 10,700 | | 177 | 10,877 | 248 | 629 | 877 | (10,000) | £2m to P095; £2.8m contingency; £1.4m slipped 20/21 |
| P095 | Secondary Expansion Programme | 12,800 | | 378 | 13,178 | 12,191 | 2,987 | 15,178 | 2,000 | £2m from P153 |
| P207 | Refurbishment of Wexham House | | 75 | | 75 | | 75 | 75 | 0 | |
| | Total Schools | 28,722 | 75 | 941 | 29,738 | 13,656 | 7,435 | 21,091 | (8,647) | |
| | Total Children, Learning & Skills | 29,262 | 75 | 1,057 | 30,394 | 13,901 | 7,838 | 21,739 | (8,655) | |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|------------------------|--------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|----------|
| | Place & Development | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | <u>Environmental Services</u> | | | | | | | | | |
| P580 | Mayrise Insourcing | | | 21 | 21 | 9 | 12 | 21 | 0 | |
| P176 | Refuse fleet & Grounds Plant equipment | | | 459 | 459 | 146 | 313 | 459 | 0 | |
| P581 | Domestic Wheeled Bins & Containers | 125 | | | 125 | 24 | 101 | 125 | 0 | |
| | Total Environmental Services | 125 | 0 | 480 | 605 | 179 | 426 | 605 | 0 | |
| | <u>Housing People Services</u> | | | | | | | | | |
| P006 | Disabled Facilities Grant | 550 | | 14 | 564 | 151 | 413 | 564 | 0 | |
| P184 | Refurbishment 2 Victoria St and 34 Herschel St | | | 28 | 28 | 1 | | 1 | (27) | |
| | Total Housing People Services | 550 | 0 | 42 | 592 | 152 | 413 | 565 | (27) | |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|------------------------|--------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|---------------------|
| | Housing Development & Contracts | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P194 | Compulsory Purchase Order Reserve | 1,900 | | 175 | 2,075 | 9 | 1,421 | 1,430 | (645) | Slip £645k to 20/21 |
| P181 | Nova House Capital Loan | 7,000 | | (955) | 6,045 | 401 | 5,644 | 6,045 | 0 | |
| P208 | Chalvey Extra Care Housing | | | | | | | | | |
| | Total Housing Development & Contracts | 8,900 | 0 | (780) | 8,120 | 410 | 7,065 | 7,475 | (645) | |
| | Building Management | | | | | | | | | |
| P185 | Manor Park Hall Centre Refurbishment | | | 13 | 13 | 1 | 12 | 13 | 0 | |
| P146 | Arbour Park Community Sports Facility | | 42 | | 42 | | 42 | 42 | 0 | |
| P191 | Fire Risk Assessment Works | | | 498 | 498 | 131 | 367 | 498 | 0 | |
| P193 | Purchase new Corporate HQ | | | 7,591 | 7,591 | 5,759 | 1,832 | 7,591 | 0 | |
| | Total Building Management | 0 | 0 | 8,102 | 8,089 | 5,890 | 2,199 | 8,089 | 0 | |
| | Total Place & Development | 9,575 | 0 | 7,844 | 17,406 | 6,631 | 10,103 | 16,734 | (672) | |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|---|------------------------|--------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|--|
| | Finance & Resources | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | <u>Digital & Strategic IT</u> | | | | | | | | | |
| P145/P161 | Financial Systems Upgrade | 1,000 | | (1,125) | (125) | 522 | | 522 | 647 | Enhancement of Agresso Finance & HR System |
| P084 | IT Infrastructure Refresh | 3,000 | | 345 | 3,345 | 413 | 2,932 | 3,345 | 0 | |
| P183 | Management Information Centre | | | 40 | 40 | 50 | | 50 | 10 | |
| | Total Digital & Strategic IT | 4,000 | 0 | (740) | 3,260 | 985 | 2,932 | 3,917 | 657 | |
| | Finance | | | | | | | | | |
| P871 | Community Investment Fund | 1,050 | | 775 | 1,825 | 381 | 1,000 | 1,381 | (444) | |
| | Total Finance | 1,050 | 0 | 775 | 1,825 | 381 | 1,000 | 1,381 | (444) | |
| | <u>Total Finance & Resources</u> | 5,050 | 0 | 35 | 5,085 | 1,366 | 3,932 | 5,298 | 213 | |
| | Adults and Communities | | | | | | | | | |
| | <u>Adult Social Care Operations</u> | | | | | | | | | |
| P331 | Social Care IT Developments | | | 486 | 486 | | | 0 | (486) | |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|---|------------------------|------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|----------------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P577 | Adult Social Care Operations Continued | | | 912 | 912 | 582 | 508 | 1,090 | 178 | |
| P133 | Learning Disability Change Programme | | | | | | | | | |
| P133 | Extra Care Housing | 800 | | (800) | 0 | | | 0 | 0 | Budget slipped 23/24 |
| P195 | Autism Capital Grant | | | 6 | 6 | | 6 | 6 | 0 | |
| | Total Adult Social Care Operations | 800 | 0 | 604 | 1,404 | 582 | 514 | 1,096 | (308) | |
| | Regulatory Services | | | | | | | | | |
| P083 | Cemetery Extension | | | 2,151 | 2,151 | 31 | 1,590 | 1,621 | (530) | . £500k to 20/21 |
| P873 | Crematorium Project | | 54 | | 54 | 26 | 54 | 80 | 26 | |
| P198 | Allotments Improvement Project | | 535 | | 535 | 382 | 153 | 535 | 0 | |
| | Total Regulatory Services | | 589 | 2,151 | 2,740 | 439 | 1,797 | 2,236 | (504) | |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|------------------------|------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|-----------------------|
| | <u>Communities & Leisure</u> | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P107 | Repairs to Montem | | | 39 | 39 | 3 | | 3 | (36) | |
| P162 | Community Leisure Facilities | | | 219 | 219 | 132 | 20 | 152 | (67) | |
| P141 | Langley Leisure Centre | | | 725 | 725 | 22 | 703 | 725 | 0 | |
| P969 | Salt Hill Leisure | | | 1,000 | 1,000 | 21 | 979 | 1,000 | 0 | |
| P165 | Leisure Centre Farnham Road | | | 4,348 | 4,348 | 1,293 | 3,055 | 4,348 | 0 | |
| P164 | New Ice | | | 700 | 700 | 4 | 696 | 700 | 0 | New flooring required |
| | Total Communities & Leisure | | | 7,031 | 7,031 | 1,475 | 5,453 | 6,928 | (103) | |
| | Total Adults & Communities | 800 | 589 | 9,786 | 11,175 | 2,496 | 7,764 | 10,260 | (915) | |
| | Regeneration | | | | | | | | | |
| | Regeneration Development | | | | | | | | | |
| P128 | Corporate Property Asset Management | 250 | | (357) | (107) | 70 | | 70 | 177 | |
| P204 | Hub Development | 5,000 | | 100 | 5,100 | 2 | 2,098 | 2,100 | (3,000) | £3m to 20/21 |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|---|------------------------|--------------|---------------|---------------|---------------------|----------------------------------|----------------------|--------------|--------------------------------|
| | Regeneration Development Continued | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P127 | Demolition Montem/TVU Site | 1,950 | | | 1,950 | 1,148 | 802 | 1,950 | 0 | |
| P171 | Slough Basin | | | 76 | 76 | | | 0 | (76) | |
| P135 | Plymouth Road | | | 123 | 123 | | | 0 | (123) | |
| P172 | TVU development | 8,000 | | 1,031 | 9,031 | 8,561 | 470 | 9,031 | 0 | |
| P156 | Strategic Acquisition fund | | | 26,303 | 26,303 | 33,196 | | 33,196 | 6,893 | Budget increased from BHS sale |
| P159 | Hotel development | 15,000 | | 2,271 | 17,271 | 5,996 | 11,275 | 17,271 | 0 | |
| P206 | Refurbishment 32 Chalvey Road East | | 75 | | 75 | | 75 | 75 | 0 | |
| P178 | Lease surrender Serena Hall | | 85 | | 85 | 25 | 60 | 85 | 0 | |
| P179 | James Elliman Homes | 7,950 | | 2,750 | 10,700 | 5,950 | 7,950 | 13,900 | 3,200 | Move £3.2m from 20/21 |
| P056 | Slough Dog Recreation Area | | | 16 | 16 | | | 0 | (16) | |
| | Total Regeneration Development | 38,150 | 160 | 32,313 | 70,623 | 54,948 | 22,730 | 77,678 | 7,055 | |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|------------------------|--------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|----------|
| | Regeneration Delivery | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P180 | Capital works following Stock Condition Survey | 2,400 | | 1,399 | 3,799 | 3,412 | 387 | 3,799 | 0 | |
| | Total Regeneration Delivery | 2,400 | 0 | 1,399 | 3,799 | 3,412 | 387 | 3,799 | 0 | |
| | Planning & Transport | | | | | | | | | |
| P174 | Highways Maintenance Annual Programme | 524 | | 95 | 619 | 358 | 261 | 619 | 0 | |
| P111 | Major Highways Programmes | 765 | | | 765 | 67 | 698 | 765 | 0 | |
| P728 | Highway Reconfigure & Resurface | 500 | | 134 | 634 | 68 | 566 | 634 | 0 | |
| | Total Planning & Transport | 1,789 | 0 | 229 | 2,018 | 493 | 1,525 | 2,018 | 0 | |
| | <u>Major Infrastructure Projects</u> | | | | | | | | | |
| P102 | Local Sustainable Transport Fund | | | 191 | 191 | | | 0 | (191) | |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|------------------------|--------------|--------------|---------------|---------------------|----------------------------------|----------------------|--------------|----------|
| | Major Infrastructure Projects Continued | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P149/P098 | A332 Windsor Road Widening Scheme LEP | | | 1,500 | 1,500 | 17 | 1,000 | 1,017 | (483) | |
| P148 | A355 Tuns Lane LEP Scheme | | | 0 | 0 | 9 | | 9 | 9 | |
| P192 | LTP Implementation Plan | 400 | | 371 | 771 | 151 | 639 | 771 | 0 | |
| P160 | LED Upgrade | | | 2,150 | 2,150 | 1,428 | 722 | 2,150 | 0 | |
| P881 | Colnbrook Bypass | 131 | | (2) | 129 | | | 0 | (129) | |
| P186 | Bridge Capital Works | 800 | | 108 | 908 | 37 | | 37 | (871) | |
| P187 | Flood Defence Measures SBC/EA Partnership | | | 98 | 98 | | | 0 | (98) | |
| P201 | Stoke Road LEP | | | 4,349 | 4,349 | 21 | 4,328 | 4,349 | 0 | |
| P202 | MRT Phase 2 LEP | | | 13,270 | 13,270 | 117 | 13,245 | 13,270 | 0 | |
| P157 | Burnham Station LEP | | | 668 | 668 | (205) | 1,000 | 795 | 127 | |
| P053 | Langley Station LEP | | | 764 | 764 | 76 | 688 | 764 | 0 | |

| Cost Centre | Scheme Name | 19-20 approved budget* | Adjustment | CFWDS | 19-20 Amended | Actual to Sept 2019 | Anticipated spend Oct 19- Mar 20 | Forecast to year end | Variance | Comments |
|-------------|--|------------------------|--------------|---------------|----------------|---------------------|----------------------------------|----------------------|----------------|-------------------------------|
| | Major Infrastructure Projects Continued | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P579 | A4 Cycle | | | 298 | 298 | (136) | 434 | 298 | 0 | |
| P188 | Community Transport Fleet | | | 813 | 813 | 493 | 420 | 913 | 100 | |
| | Total Major Infrastructure Projects | 1,331 | 0 | 24,578 | 25,909 | 2,008 | 22,476 | 24,373 | (1,536) | |
| | <u>Environmental Quality & Land Charges</u> | | | | | | | | | |
| P155 | Air Quality Monitoring | | | 114 | 114 | | 76 | 76 | (38) | £38k slipped to 20/21 |
| P125 | Electric Vehicle Network | 600 | | 577 | 1,177 | 37 | 140 | 177 | (1,000) | £600k slipped to future years |
| P170 | Carbon Management-Fleet Challenge | 150 | | 179 | 329 | | 29 | 29 | (300) | |
| P168 | Re-fit Programme | 1,300 | | 204 | 1,504 | 93 | 61 | 154 | (1,350) | £1m slipped to future years |
| P203 | Car Club | 500 | | | 500 | | 100 | 100 | (400) | £400k to 20/21 |
| | Total Environmental Quality & Land Charges | 2,550 | 0 | 1,074 | 3,624 | 130 | 406 | 536 | (3,088) | |
| | Total | 46,220 | 160 | 59,593 | 105,973 | 60,991 | 47,524 | 108,404 | 2,431 | |

| | | | | | | | | | | |
|--|---------------------|---------------|------------|---------------|----------------|---------------|---------------|----------------|----------------|--|
| | Regeneration | | | | | | | | | |
| | Total | 90,907 | 824 | 78,315 | 170,033 | 85,385 | 77,161 | 162,435 | (7,598) | |
| | | | | | | | | | | |
| | FUNDING | | | | | | | | | |
| | Grant Funded | | | 38,573 | 58,865 | 14,918 | 39,978 | 54,863 | | |
| | Borrowing | | | 39,742 | 108,168 | 70,467 | 34,183 | 104,572 | | |
| | Section 106 | | | | 3,000 | 0 | 3,000 | 3,000 | | |
| | Total | | | 78,315 | 170,033 | 85,385 | 77,161 | 162,435 | | |

Revised Budgets 2019-20 HRA

| Cost Centre | Scheme name | 19-20 approved budget* | CFWD | Adjustment | 19-20 revised budget | Actual to Sep 2019 | Spend Oct 19 to Mar 20 | Forecast to year end | Variance | Comment |
|-------------|--|------------------------|--------------|--------------|----------------------|--------------------|------------------------|----------------------|--------------|-----------------------------|
| | Housing Revenue Account | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| | RMI - Capital Programme | | | | | | | | | |
| P419 | Garage Sites | 150 | | 1,850 | 2,000 | 318 | 1,420 | 1,738 | (262) | |
| P409 | Boiler Replacement | 500 | | 400 | 900 | 577 | 570 | 1,147 | 247 | |
| P408 | Broom & Poplar Fire Compliance Upgrade Works | | 636 | | 636 | 930 | | 930 | 294 | |
| | Budget Virement from HRA Projects for Broome & Poplar | | | (636) | (636) | | | 0 | 636 | |
| P413 | Kitchen & Bathrooms | 410 | | 290 | 700 | 451 | 360 | 811 | 111 | |
| P417 | Roofing | 628 | | (628) | 0 | 40 | 60 | 100 | 100 | |
| P416 | Additional Prelims | | | | | | | 0 | 0 | |
| P431 | FRA & Asbestos Removal Works-(bring forward £3m years 6/7) | | | 3,000 | 3,000 | 283 | 1,700 | 1,983 | (1,017) | re-profiled from 23/24 |
| P415 | Re-Wiring/Consumer Units | 136 | | (16) | 120 | 5 | 500 | 505 | 385 | |
| P436 | De-Designated Refurbishment | | | 1,000 | 1,000 | | 600 | 600 | (400) | re-profiled from 23/24 |
| P547 | Major Aids & Adaptations | 250 | | | 250 | 125 | 125 | 250 | 0 | |
| P412 | Windows and Door Replacement | 125 | | 575 | 700 | 20 | 600 | 620 | (80) | |
| P422 | Security & Controlled Entry Modernisation | | | 1,200 | 1,200 | | 970 | 970 | (230) | re-profiled £768 from 23/24 |

| Cost Centre | Scheme name | 19-20 approved budget* | CFWD | Adjustment | 19-20 revised budget | Actual to Sep 2019 | Spend Oct 19 to Mar 20 | Forecast to year end | Variance | Comment |
|-------------|--|------------------------|--------------|---------------|----------------------|--------------------|------------------------|----------------------|----------------|---------|
| | RMI - Capital Programme Continued | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P433 | Capitalised VOIDS | | | 60 | 60 | 10 | 35 | 45 | (15) | |
| | Capital Management Costs | | | | 0 | | | | 0 | |
| P434 | Capital Consultancy Fees | | | | 0 | | | 0 | 0 | |
| P410 | Heating / Hot Water Systems | 317 | | (317) | 0 | | | 0 | 0 | |
| P411 | Insulation programmes & Cladding | | | | 0 | | | 0 | 0 | |
| P414 | Bathroom replacement | 256 | | (256) | 0 | 1 | | 1 | 1 | |
| P418 | Structural | 803 | | (803) | 0 | 2 | | 2 | 2 | |
| P420 | Mechanical Systems /Lifts | 200 | | (200) | 0 | | | 0 | 0 | |
| P421 | Capitalised Repairs | 46 | | (46) | 0 | 93 | (600) | (507) | (507) | |
| P565 | Estate Improvements/Environmental Works | 221 | | (221) | 0 | | | 0 | 0 | |
| P423 | Darvills Lane - External Refurbs | 200 | | (200) | 0 | | | 0 | 0 | |
| P428 | Paths | 90 | | (90) | 0 | | | 0 | 0 | |
| P429 | Store areas | | | | 0 | | | 0 | 0 | |
| P546 | Environmental Improvements (Allocated Forum) | 100 | | (100) | 0 | | | 0 | 0 | |
| P406 | Stock Condition Survey | 160 | 286 | (254) | 192 | | 300 | 300 | 108 | |
| P407 | Commissioning of RMI Investment Contract | | 39 | | 39 | 241 | | 241 | 202 | |
| P405 | Tower and Ashbourne | | (161) | 3,000 | 2,839 | 408 | 372 | 780 | (2,059) | |
| P432 | RMI Remodelling and Investment | | 289 | 5,000 | 5,289 | 328 | 4,000 | 4,328 | (961) | |
| | Total Planned Maintenance - Capital | 5,162 | 1,089 | 12,038 | 18,289 | 3,832 | 11,012 | 14,844 | (3,445) | |

| Cost Centre | Scheme name | 19-20 approved budget* | CFWD | Adjustment | 19-20 revised budget | Actual to Sep 2019 | Spend Oct 19 to Mar 20 | Forecast to year end | Variance | Comment |
|-------------|-----------------------|------------------------|--------------|---------------|----------------------|--------------------|------------------------|----------------------|----------------|---------|
| | Other | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | |
| P575 | Affordable Homes | 22,000 | 2,384 | | 24,384 | 4,374 | 20,010 | 24,384 | 0 | |
| | Total Other | 22,000 | 2,384 | 0 | 24,384 | 4,374 | 20,010 | 24,384 | | |
| | | | | | | | | | | |
| | TOTAL | 27,162 | 3,473 | 12,038 | 42,673 | 8,206 | 31,022 | 39,228 | (3,445) | |
| | | | | | | | | | | |
| | Funding | | | | | | | | | |
| | Capital Receipts | | | | (12,315) | | | (12,315) | | |
| | Major Repairs Reserve | | | | (22,358) | | | (20,578) | | |
| | Borrowing | | | | (8,000) | | | (6,335) | | |
| | Total | | | | (42,673) | | | (39,228) | | |

| Cost Centre | Scheme Name | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2020-24 |
|-------------|---|---------------|---------------|---------------|---------------|---------------|
| | Children, Learning and Skills | £'000 | £'000 | £'000 | £'000 | £'000 |
| | <u>Early Years & Prevention</u> | | | | | |
| | Early Years Service Capital Development | 250 | 250 | 250 | | 750 |
| | <u>Total Early Years & Prevention</u> | 250 | 250 | 250 | 0 | 750 |
| | <u>Schools</u> | | | | | |
| P093 | Schools Modernisation Programme | 700 | 600 | 600 | | 1,900 |
| P101 | SEN Resources Expansion | 1,250 | 250 | 250 | | 1,750 |
| P783 | Schools Devolved Capital | 90 | 80 | 80 | | 250 |
| P153 | Special School Expansion | 5,850 | | | | 5,850 |
| | <u>Total Schools</u> | 7,890 | 930 | 930 | 0 | 9,750 |
| | <u>Total Children, Learning & Skills</u> | 8,140 | 1,180 | 1,180 | 0 | 10,500 |

| Cost Centre | Scheme Name | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2020-24 |
|-------------|---|---------------|---------------|---------------|---------------|---------------|
| | Places and Development | £'000 | £'000 | £'000 | £'000 | £'000 |
| | <u>Environmental Services</u> | | | | | |
| P581 | Domestic Wheeled Bins & Containers | 125 | 125 | 125 | 125 | 500 |
| | Total Environmental Services | 125 | 125 | 125 | 125 | 500 |
| | <u>Housing People Services</u> | | | | | |
| P006 | Disabled Facilities Grant | 550 | 550 | 550 | | 1,650 |
| | Total Housing People Services | 550 | 550 | 550 | 0 | 1650 |
| | <u>Housing Development & Contracts</u> | | | | | |
| | Chalvey Extra Care Housing | 15,300 | | | | 15,300 |
| | Total Housing Development & Contracts | 15,300 | 0 | 0 | 0 | 15,300 |
| | <u>Total Places and Development</u> | 15,975 | 675 | 675 | 125 | 17,450 |
| | <u>Regeneration</u> | | | | | |
| | <u>Regeneration Development</u> | | | | | |
| P204 | Hub Development | 5,000 | 5,000 | | | 10,000 |

| Cost Centre | Scheme Name | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2020-24 |
|-------------|--|---------------|---------------|---------------|---------------|---------------|
| | | £'000 | £'000 | £'000 | £'000 | £'000 |
| | Regeneration Development Continued | | | | | |
| P159 | Hotel development | 10,000 | 0 | | | 10,000 |
| P179 | James Elliman Homes | 16,200 | 16,600 | | | 32,800 |
| P127 | Demolition Montem/TVU Site | 1,950 | 0 | | | 1,950 |
| | Total Regeneration Development | 33,150 | 21,600 | 0 | 0 | 54,750 |
| | <u>Regeneration Delivery</u> | | | | | |
| P180 | Capital works following Stock Condition Survey | 2,400 | 2,400 | 2,400 | | 7,200 |
| | Total Regeneration Delivery | 2,400 | 2,400 | 2,400 | 0 | 7,200 |
| | <u>Planning and Transport</u> | | | | | |
| P111 | Major Highways Programmes | 765 | 765 | 765 | | 2,295 |
| P728 | Highway Reconfigure & Resurface | 500 | 500 | 500 | | 1,500 |
| | Total Planning and Transport | 1,265 | 1,265 | 1,265 | 0 | 3,795 |

| Cost Centre | Scheme Name | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2020-24 |
|-------------|--|---------------|---------------|---------------|---------------|---------------|
| | <u>Major Infrastructure Projects</u> | £'000 | £'000 | £'000 | £'000 | £'000 |
| P186 | Bridge Capital Works | 800 | 0 | | | 800 |
| | LTP Implementation Plan | 400 | 0 | | | 400 |
| | Total Major Infrastructure Projects | 1,200 | 0 | 0 | 0 | 1,200 |
| | <u>Environmental Quality & Land charges</u> | | | | | |
| P125 | Electric Vehicle Network | 200 | 0 | | | 200 |
| P170 | Carbon Management-Fleet Challenge | 670 | 0 | | | 670 |
| P168 | Re-fit Programme | 484 | 0 | | | 484 |
| | Car Club | 100 | 100 | 100 | | 300 |
| | Total Environmental Quality & Land charges | 1,454 | 100 | 100 | 0 | 1,654 |
| | Total Regeneration | 39,469 | 25,365 | 3,765 | 0 | 68,599 |

| Cost Centre | Scheme Name | 20-21 Revised | 21-22 Revised | 22-23 Revised | 23-24 Revised | Total 2020-24 |
|--------------------|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Finance and Resources | £'000 | £'000 | £'000 | £'000 | £'000 |
| | <u>Digital & Strategy</u> | | | | | |
| P084 | IT Infrastructure Refresh | 350 | 350 | 350 | 350 | 1,400 |
| | Total Digital & Strategy | 350 | 350 | 350 | 350 | 1,400 |
| | <u>Finance</u> | | | | | |
| P871 | Community Investment Fund | 1,050 | 1,050 | 1,050 | 1,050 | 4,200 |
| | Total Finance | 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 | 64,984 | 28,620 | 7,020 | 1,525 | 102,149 |
| | FUNDING | | | | | |
| | Grant Funded | 7,875 | 1,895 | 1,030 | 1,525 | 12,325 |
| | Borrowing | 50,519 | 26,200 | 5,865 | | 82,584 |
| | Section 106 | 2,000 | 525 | 125 | | 2,650 |
| | Receipts | 4,590 | | | | 4,590 |
| | Total | 64,984 | 28,620 | 7,020 | 1,525 | 102,149 |

| 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: 9th January 2020

CONTACT OFFICER: Barry Stratfull: Service Lead Finance (Deputy Section 151) (01753) 875358
(For all enquiries) John Betts, Finance Consultant (Revenue) (07791) 686859

WARD(S): All

PORTFOLIO: Cllr Swindlehurst – Leader of the Council

PART I
FOR COMMENT AND CONSIDERATION

MEDIUM TERM FINANCIAL STRATEGY (2020/21 to 2022/23) AND INITIAL 2020/21 BUDGET CONSIDERATIONS

1. Purpose of the Report

This report updates the Overview and Scrutiny Committee on the Council's latest medium term financial strategy forecasts for the years 2020/21 to 2022/23, including the targeting of resources to meet the Council's priorities in 2020/21 and proposals for a range of savings required to balance the budget. Together, these form the basis for Members to begin to consider 2020/21 budget options.

2. Recommendations / Proposed Action

The Overview and Scrutiny Committee is requested to note that:

- a. the revised Medium Term Financial Strategy (MTFS) was approved by Cabinet on 16th December 2019, as the basis for considering 2020/21 budget options;
- b. the 2020/21 budget was modelled on the basis of a Council Tax increase of 3.99% for 2020/21 (which includes the Government's 2.00% adult social care precept), for resource planning purposes; the 3.99% is for modelling purposes only at this time. The decision on the Council Tax to be set for 2020/21 will be made by members in February 2020 and may not be at the maximum figure included in the MTFS once the budget work has been finalised.
- c. the ongoing uncertainty is noted, regarding the extent to which the Authority may retain a share of business rates growth and the way that central government assesses the Authority's need to spend in the future. This makes medium term financial planning more difficult than usual;

- d. the timing of the provisional local government finance settlement is noted, as it will be announced later than normal (due to the General Election), so the time for scrutinising budget proposals will be less than usual;
- e. the initial savings proposals (and additional income generation proposals) are noted, as they are designed primarily to fund some of the additional 2020/21 spending pressures from Slough Children’s Services Trust (SCST)

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 | None | none |
| Property | None | None |
| Human Rights | None | None |
| Health and Safety | None | None |
| Employment Issues | A number of posts may be affected by changes proposed during the revenue budget process 2020/21 to ensure the Council adheres to its Medium Term Financial Plan. If necessary these will be managed through the council’s restructure, redundancy and redeployment policy and procedure. | None |
| Equalities Issues | Equalities Impact Assessments will be undertaken and considered as budget growth and savings options are identified during the course of this financial year. | None |

| | | |
|------------------------|--|------|
| | | |
| Community Support | None | None |
| Communications | None | None |
| Community Safety | None | None |
| Financial | Detailed within the report | None |
| Timetable for delivery | None | None |
| Project Capacity | None | None |
| Other | The MTFS is not a fixed set of numbers and is necessarily based on various financial forecasts and assumptions that will inevitably change during the year | None |

5. Revenue Budget Framework

- 5.1 The Council needs to set a balanced budget each year and ensure it is financially sustainable in the medium term. This includes maintaining adequate reserves. To achieve this and ensure scarce resources are directed towards strategic priorities it produces a Medium Term Financial Strategy (MTFS).
- 5.2 Effective financial planning sits at the heart of the Council's management of its public services. The MTFS brings together all known factors affecting the Council's financial position and its financial sustainability into one place. It thereby provides a clear and concise view of future sustainability and the key decisions that need to be made address to any resource gaps and ensure scarce resources are in the right place to deliver on the ambitions of the Council, as articulated in the Five Year Plan. It translates the Council's ambitions and constraints into deliverable options for the future.
- 5.3 The Council set its latest budget and Medium Term Financial Strategy (MTFS) in February 2019. Cabinet was provided with an update to the MTFS in September. The MTFS integrates strategic and financial planning over a three year period. It translates the Strategic Plan priorities into a financial framework that enables Members and officers to ensure policy initiatives can be delivered within available resources, and can be aligned to priority outcomes.
- 5.4 The drivers for the Council's financial strategy are:
- To set a balanced budget over the life of the MTFS whilst protecting residents from excessive Council Tax increases, as defined by the government, through the legislative framework covering Council Tax referenda.
 - To fund priorities agreed within the Five Year Plan, ensuring that service and financial planning delivers these priorities.

- To deliver a programme of planned reviews and savings initiatives designed to keep reductions to service outcomes for residents to a minimum.
- To maintain and strengthen the Council's financial position so that it has sufficient contingency sums, reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
- Ensuring the Council maximises the impact of its spend to deliver priority outcomes in the context of reducing resources.

5.5 To support the financial strategy highlighted above, the rest of this report covers the following:

- National funding context
- Impact of Slough Children's Services Trust financial position
- Outcome from Star Chamber deliberations
- Review of existing growth and savings
- Revised financial projections

National Funding Context

5.6 The Chancellor of the Exchequer announced in August that there would be a one-year Spending Review covering 2020-21, with a multi-year Spending Review held in 2020. Further details on the one year Spending Review were announced on 4 September. In terms of local government, there was a primary focus on additional resources for Authorities with social care responsibilities (a social care grant of £1 billion). The announcement of £54m to address homelessness and rough sleeping and £241m to help regenerate town centres' high streets was also welcome.

5.7 A consultation paper by the Ministry for Housing, Communities & Local Government (MHCLG) was published on 3 October. It announced powers for local authorities to raise Council Tax by up to 2% plus an additional 2% adult social care "precept", before a local referendum has to take place. The MTFS assumes that these tax raising powers are fully utilised, as does the government's planning figures.

5.8 The precise distributional details of the additional resources implied by these announcements for individual Local Authorities are not yet known. The announcement of the General Election on 12 December also means that the provisional local government settlement announcement will be delayed. This is not helpful in terms of making important, timely decisions. However, a basic one year Spending Review "rollover" gives some greater predictability to the 2020/21 financial settlement and the MTFS has been updated for this.

5.9 There is much less certainty regarding 2021/22 and 2022/23. The expectation is that New Homes Bonus (NHB) will be phased out, as the Government seeks alternative ways of incentivising housing growth, but the mechanisms for this are not yet known.

The MTFs assumes that any NHB “savings” nationally will be redistributed, leaving the Authority with access to broadly the same level of resources. The current retained business rates system will be redesigned, with a “reset” now expected in 2021/22. This will set a baseline beyond which the Council will need to grow before it can retain additional resources locally. However, the details of these mechanisms are not known. The MTFs assumes a loss of business rates income in 2021/22 as the reset “bites” (because the levels of business rates growth in the borough is already high and ongoing growth will need to exceed this to benefit the Council). Finally, the results of the Fair Funding review, which will reflect central Government’s assessment of the Authority’s need to spend (and hence additional grant to support this need to spend) is not known either. So, years 2 and 3 of the MTFs is only a scenario for planning purposes and needs to be heavily caveated, given this considerable ongoing uncertainty.

Impact of Slough Children’s Services Trust Financial Position (SCST)

- 5.10 The MTFs report to Cabinet in September noted that SCST had informed the Council of a growth bid for 2020/21. This was in addition to the £1.400m growth provided by the Council in 2019/20. The growth bid totalled £2.705m. This was in excess of any available resources and as reported in September’s MTFs report to Cabinet, resulted in the forecast 2020/21 budget being in deficit by £2.623 million. The Council then initiated a series of “Star Chamber” meetings designed to identify further savings within directorates to fund the Trust’s growth bid (as well as to scrutinise other growth bids).
- 5.11 As part of the Star Chamber process the Trust then provided a substantively different set of bids, which are summarised below

Table: Summary of the Trust's Growth Bids & Savings Proposals (November 2019)

| | £'000 |
|---|--------------|
| Growth in demand on placements | 2,984 |
| Increase in staffing to meet demands on services | 795 |
| Legal fees required to ensure right decisions | 237 |
| Employer pension contributions | 304 |
| Other growth pressures | 379 |
| Savings – restructure | -603 |
| Savings - mallards closure | -538 |
| Savings - permanent recruitment | -274 |
| Savings - fostering recruitment | -287 |
| Savings - CHC contributions & Home Office support | -204 |
| Savings – other | -80 |
| TOTAL | 2,713 |

- 5.12 More work is required to understand the assumptions behind aspects of the revised bid and, currently, the recommendation is that resources are only granted to fund placements less savings and a lower figure for employer pension contributions (£0.190 million), pending a final actuarial revaluation. It is suggested that legal costs could be better managed; staffing should be fundamentally reviewed before any increase to the establishment and that other growth pressures need to be absorbed as efficiencies within the Trust's overall budget of £30 million. This leaves a provisional growth bid of £1.188 million, plus inflation of £0.425 million, which would be funded from within the Council's overall inflation allowance.
- 5.13 The latest MTFS model is predicated on these assumptions, whilst further work in undertaken in partnership with the Trust to better understand some of the assumptions and rationale behind the revised bid. Any further increase in funding for the Trust will require additional compensating cuts elsewhere within the Authority, pending the impact of the local government finance settlement.

Outcome from Star Chamber Deliberations

- 5.14 As highlighted earlier, the in-year overspend and budget bid from the Trust meant that additional savings needed to be found. A series of meetings were held with Service Leads, in which the Corporate Management Team scrutinised opportunities for savings, as well as the need for any growth bids over and above those already committed in the MTFS. As such, they provide a starting reference point from which Elected Members may consider amendments to formulate the final budget (subject also to the provisional government finance settlement), noting that any rejected savings will require either compensating savings or reductions in spending bids. These are detailed in Appendices C and D and are summarised in the tables below:

Table: STAR CHAMBER - SUMMARY OF SPENDING BIDS

| | £'000 |
|-----------------------------------|--------------|
| Children's Trust | 1,188 |
| SEND Home to School transport | 1,000 |
| Adult Social Care demography | 572 |
| Housing - Temporary accommodation | 870 |
| Planning & Economic Development | 522 |
| Coroner Costs | 40 |
| Building & Infrastructure costs | 608 |
| Additional support service costs | 417 |
| TOTAL | 5,217 |

Table: STAR CHAMBER - SUMMARY OF SAVINGS PROPOSALS

| | £'000 |
|---|--------------|
| Efficiencies from redesigned support services | 1,510 |
| Income generation | 1,296 |
| Service change – waste disposal initiatives | 412 |
| TOTAL | 3,218 |

Existing Growth and Savings

5.15 The growth and savings items currently included in the MTF5 (prior to the Star Chamber considerations) are set out as Appendices A and B to this report. The primary changes here since the MTF5 was last considered by Cabinet in September are as follows:

- The previous growth allocation for the street homelessness initiative (£270k) has been removed, as the increased focus on temporary accommodation (highlighted in the new bids above) should contribute towards reducing the pressure on the overall housing service, meaning this bid is no longer necessary
- The Slough App for residents will now form part of a wider review of how best to use existing I.T resources and the website to deliver information to residents. All resident offers currently available via the Slough App will be available direct once the updated SBC website is in place so the additional planned allocation of £48k for the Slough App will no longer be required and has been removed.
- Additional income from improved council tax and business rates collection (£200k) has been removed, as these resources are reflected in the overall assessment of total Council Tax and Business Rates income and latest taxbase assumptions
- The invest to save saving of £500k to cover fraud recovery has been removed as it is unlikely that such a target could be delivered on a recurring basis

Revised Financial Projections

5.16 Consolidating the impacts of the recent national announcements on local government funding, the Trust's financial position, the outputs from the Star Chamber deliberations and the review of existing growth and savings proposals results in the following financial position (see table overleaf):

| 19/20 £'000 | | Latest position | | |
|----------------|--|-----------------|----------------|----------------|
| | | 20/21 £'000 | 21/22 £'000 | 22/23 £'000 |
| 101,521 | Base Position (Excluding Parish Precepts) | 120,499 | 124,300 | 124,615 |
| 15,498 | Government Grants Included below | | | |
| 3,694 | Base Budget Changes | 3,140 | 3,140 | 3,140 |
| 8,099 | Directorate Growth - Brought Forward | 1,550 | 1,725 | 725 |
| | Growth - 2019/20 Star Chamber | 5,217 | | |
| 1,321 | Revenue Impact of Capital Programme | 1,011 | 656 | 656 |
| 2,739 | Slough Urban Renewal | 750 | 750 | 0 |
| (12,373) | Savings Identified - Brought Forward | (4,649) | (2,996) | (100) |
| | Savings - 2019/20 Star Chamber | (3,218) | | |
| 120,499 | Total Forecast Expenditure | 124,300 | 127,575 | 129,036 |
| 58,493 | Council Tax Income | 61,009 | 64,444 | 67,934 |
| 42,395 | Retained Business Rates | 42,061 | 39,296 | 39,825 |
| 2,717 | New Homes Bonus | 2,261 | 1,905 | 2,100 |
| 1,396 | Additional Social Care Grant | 3,399 | 3,399 | 3,399 |
| 7,363 | Public Health Grant | 7,569 | 7,569 | 7,569 |
| 3,678 | PFI Grant | 3,678 | 3,678 | 3,678 |
| 3,357 | Better Care Fund | 3,357 | 3,357 | 3,357 |
| 312 | Independent Living Fund | 315 | 315 | 315 |
| 158 | LCTS Admin Support Grant | 166 | 166 | 166 |
| 630 | Housing Benefit Admin Support Grant | 486 | 486 | 486 |
| 120,499 | Total Estimated Funding Available | 124,300 | 124,615 | 128,829 |
| 0 | CURRENT FUNDING GAP | 0 | (2,960) | (207) |

5.17 This indicates that, subject to the local government finance settlement later this year, the Council has a broadly balanced outline budget proposition for 2020/21, against which to consider any changes. Additional savings for 2021/22 and 2022/23 may be required, but as pointed out earlier in this report, there is considerable uncertainty regarding the impact of the national reviews of business rates retention and fair funding, which make these projections very provisional.

6. Comments of Other Committees

None.

7. Conclusions

- 7.1 The Council has a statutory duty to balance the budget year on year which can include the use of reserves. The financial projections in the table above provide a base point from which to build a balanced budget for 2020/21. In the Section 25 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, it is recommended that any additional one-off income that may be received or generated is considered for use initially to replenish general reserves. This is particularly important given the potential shortfall in the MTFS for 2021/22 and 2022/23.

8. Appendices

‘A’ – Current Savings Identified (from existing MTFS)

‘B’ – Current Growth Identified (from existing MTFS)

‘C’ – Proposed Additional growth items (from the Star Chamber process)

‘D’ - Proposed Additional savings items (from the Star Chamber process)

9 Background Papers

None.

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APPENDIX A

SLOUGH BOROUGH COUNCIL
2020/21 BUDGET BUILD - GROWTH BROUGHT FORWARD (From Existing MTFS)

| Ref | Directorate | Service | Lead Officer | Type | Growth Description | 20/21 £'000 | 21/22 £'000 | 22/23 £'000 |
|-----|------------------------|-------------------------|--------------|----------------------|---|---------------------|---------------------|-------------------|
| 1 | Adults and Communities | Adult Social Care | | Demand | Care Act Responsibilities | 25 | 25 | 25 |
| 2 | Adults and Communities | Adult Social Care | | Demand | Demographic Growth | 700 | 700 | 700 |
| | | | | | | <u>725</u> | <u>725</u> | <u>725</u> |
| 3 | Finance & Resources | BTL - L514 | | Governance | Budgeted Increase of General Reserve | 750 | 0 | 0 |
| 4 | Finance & Resources | Contingency - L504 | | Governance | Additional Pressures | | 1,000 | 0 |
| 5 | Finance & Resources | BTL - L514 | | Governance | Creation of Brexit Reserve | (200) | 0 | 0 |
| | | | | | | <u>550</u> | <u>1,000</u> | <u>0</u> |
| 7 | Chief Executive | Chief Executive - D305 | | Loss of Income | Local Welfare Provision | 75 | 0 | 0 |
| | | | | | | <u>75</u> | <u>0</u> | <u>0</u> |
| Ref | Directorate | Service | Lead Officer | Type | Growth Description | 20/21 £'000 | 21/22 £'000 | 22/23 £'000 |
| 8 | Adults & Communities | Communities and Lesiure | | Service Improvements | Employment Opportunities for Slough Residents | 25 | 0 | 0 |
| 9 | Finance and Resources | People | S Nagra | Service Improvements | Slough Academy - Ongoing Costs | 175 | 0 | 0 |
| | | | | | | <u>200</u> | <u>0</u> | <u>0</u> |
| | | | | | | <u>1,550</u> | <u>1,725</u> | <u>725</u> |

APPENDIX B

**SLOUGH BOROUGH COUNCIL
2020/21 BUDGET BUILD - SAVINGS BROUGHT FORWARD (From Existing MTFs)**

| Directorate | Service | Lead Officer | Type | Savings Description | 20/21 £'000 | 21/22 £'000 | 22/23 £'000 |
|-------------|-------------------------------|---------------------------------|------------------|--|------------------------|------------------------|------------------------|
| 1 | Adults and Communities | Communities and Lesiure | Commercial | Leisure Services - Leisure Contract Management savings | 1,489 | | |
| 2 | Adults and Communities | Adult Social Care Commissioning | Commercial | Recommission floating support services | 100 | | |
| 3 | Adults and Communities | Regulatory Services | Commercial | Regulatory services becoming fully self funded | 300 | | |
| 4 | ALL | | Commercial | Customer & Accommodation - Transformation Savings | 1,500 | 1,500 | 0 |
| 5 | Chief Executive | Chief Executive | Commercial | Environmental services - work for other local authorities (Line Painting etc.) | 150 | | |
| 6 | Chief Executive | Chief Executive | Commercial | DSO Traded Services | 135 | 270 | |
| 7 | Finance & Resources | Governance | Commercial | Recommissioning and reviews of major commercial contracts | 300 | 300 | |
| 8 | Finance & Resources | Treasury - Interest Receivable | Commercial | Wexham - Additional interest following delayed return of Capital | (340) | | |
| 9 | Finance & Resources | Treasury - Interest Receivable | Commercial | Increased income from Treasury Management | 75 | 100 | |
| 10 | Regeneration | Regeneration Development | Commercial | ESFA - One off funding for school on TVU site | (1,000) | | |
| 11 | Regeneration | Regeneration Development | Commercial | Regeneration - Income generation target | 100 | 0 | 0 |
| | | | | | 2,809 | 2,170 | 0 |
| | | | | | 20/21 £'000 | 21/22 £'000 | 22/23 £'000 |
| 12 | Adults and Communities | Adult Social Care Operations | Efficiency | Mental Health - Extension of Hope House Services | 100 | | |
| 13 | Adults and Communities | Adult Social Care Operations | Efficiency | Reduced costs following increased Extra Care Housing provision | 0 | 0 | 200 |
| 14 | Place and Development | Neighbourhood Services | Efficiency | Housing Regulations Team - Business Development Manager | 50 | 50 | |
| 15 | Place and Development | Strategic Housing Services | Efficiency | Private Sector Acquisition Team (Housing) | 100 | | |
| | | | | | 250 | 50 | 200 |
| 16 | Children, Learning and Skills | School Effectiveness | Income | School Effectiveness Review | 180 | | |
| 19 | Regeneration | Regeneration Development | Income | Income from Car Park on TVU | 0 | 0 | (100) |
| | | | | | 180 | 0 | (100) |
| | | | | | 20/21 £'000 | 21/22 £'000 | 22/23 £'000 |
| 20 | ALL | People | Staffing | Slough Academy - Reduce Agency Spend | 750 | 750 | |
| 21 | ALL | Regeneration | Staffing | Electric Vehicle Initiatives | 210 | | |
| | | | | | 960 | 750 | 0 |
| 22 | Adults and Communities | Adult Social Care Commissioning | Strategic Review | Review Provider Services and Personalisation opportunities | 150 | | |
| 23 | A&C / CLS | Children, Learning and Skills | Strategic Review | Transformation of Early Help | 300 | 0 | |
| 24 | A&C / CLS | Children, Learning and Skills | Strategic Review | Transformation of Early Help phase 2 | 0 | 150 | |
| | | | | | 450 | 150 | 0 |
| | | | | | | (124) | 0 |
| | | | | | 4,649 | 2,996 | 100 |

2019 STAR CHAMBER - SUMMARY OF NEW SPENDING BIDS FOR 2020/21

| | £'000 |
|---|-------|
| Children's Trust | 1,188 |
| Schools (General Fund) | |
| SEND Home to School transport | 1,000 |
| Adult Social Care Operations | |
| Additional demographic growth | 572 |
| Housing (People) services | |
| Temporary accommodation | 870 |
| Planning, Transport & Parking | |
| Delivery of the local plan (resources for 2 years) | 332 |
| Economic Development | |
| Additional staff & BID levy contribution | 190 |
| Regulatory | |
| Coroner costs | 40 |
| Building Maintenance | |
| Business rate revaluation costs and additional maintenance | 608 |
| Strategy & Performance | |
| Investment in capacity to support strategic planning and performance management | 100 |
| Finance & Governance | |
| Additional fraud prevention and election costs | 232 |
| People Services | |
| Training systems and investment in graduate programme | 49 |
| I.T. & Digital | |
| Cloud based disaster recovery facility. | 36 |
| | 5,217 |
| | 5,217 |

2019 STAR CHAMBER - SUMMARY OF NEW SAVINGS PROPOSALS FOR 2020/21

| | Savings Proposals £'000 |
|---|-------------------------------|
| Communities & Leisure | |
| Revenue payback from capital investment | 40 |
| Redesign support | 51 |
| Regulatory | |
| Service to become cost neutral | 165 |
| Planning, Transport & Parking | |
| Additional transport income | 400 |
| Environmental Services & DSO | |
| Inflationary increases and grant bids | 156 |
| Waste disposal initiatives | 412 |
| DSO wins more major infrastructure project work (one off) | 700 |
| Schools (General Fund) | |
| Redesign of support | 110 |
| Finance & Resources (directorate wide) | |
| Efficiencies from redesigned support services | 1,184 |
| | 3,218 |
| | 3,218 |

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 9th January 2020

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 AND CONSIDERATION

PERFORMANCE & PROJECTS REPORT: QUARTER 2 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 28 projects on the portfolio, which are graded according to project magnitude as gold (12), silver (9) 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 2 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 2 of the financial year 2019/20.

6 **Comments of Other Committees**

As a result of Cabinet discussion on the 16th December 2019 the format and contents of the quarter 2 report were endorsed.

7 **Conclusion**

Corporate Balanced Scorecard

1.3. 41% (9 of 22) of the selected performance indicators are achieving desired target results, 18% (4 indicators) with NHS health checks, level of street cleanliness, permanent dwellings completed and household waste sent for reuse, recycling or composting performing marginally worse than target (although better than the red KPI threshold).

1.4. Key improvements this quarter:

- The attainment gap at Early Year's Foundation Stage (EYFSP) improved and is well below the national average.
- Average journey times in Slough continue to improve.
- An increase in the percentage of household waste sent for reuse, recycling or composting.

Project Portfolio

1.5. Progress continues on all major schemes and projects. Across all projects on the portfolio 39% (11 projects) were rated overall as 'Green' (on target), 50% (14 projects) were rated overall as 'Amber' and 11% (3 projects) were rated overall as 'Red'. One project completed this quarter - Speech and Language Therapy (SALT) commission.

1.6. Key improvement this quarter:

- Arvato Exit - project is progressing and on track.
- Homelessness Reduction Act - project has been successfully completed. An end project report is being written.
- Slough Academy - Cornerstone implementation of core Learning Management System successfully completed.
- Slough Urban Renewal - the Stoke Wharf scheme has been successfully shortlisted at the TVPropFest awards in September. Various work experience placements/visits have been taking place during the school summer holidays.

- 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 2, 79% (34 pledges) were rated overall as Green (achieving or on schedule) and 16% (7 pledges) were rated overall as Amber (signifying as working towards) and 5% (2 pledges) was reported as delivered. None of the pledges were rated overall as Red.
- 1.11. The following Manifesto pledge were reported as delivered this quarter:
- **We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards**
Tender awarded to the Great Outdoor Gym Company. All gyms are now installed and open/in use.

8 Appendices Attached

- 'A' - Corporate Performance Report, September 2019
'B' - Manifesto Commitments, September 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 2

(July to September 2019)

Strategy and Performance

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2019/20 Quarter 2: Executive Summary

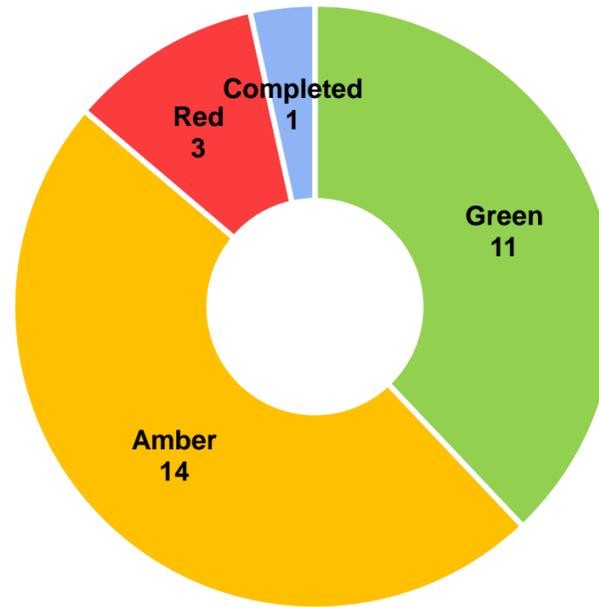
Performance against target (RAG)

The latest position at the end of quarter 2, an overview of the Council's performance was as follows:

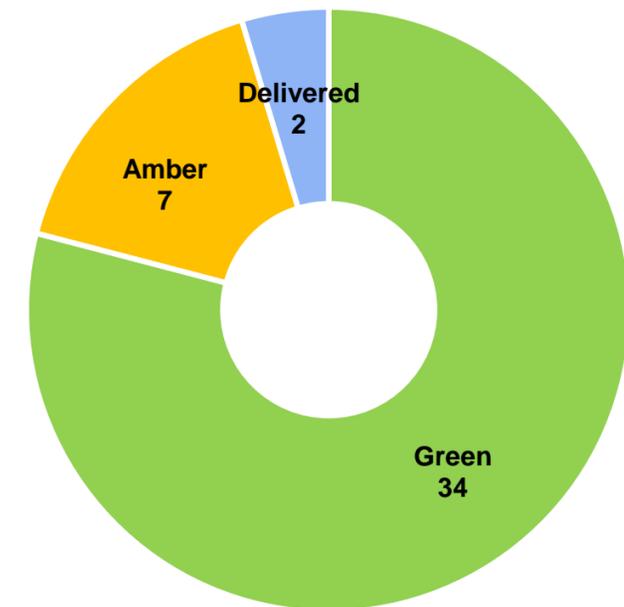
Key Performance Indicators



Project Portfolio: Overall Status

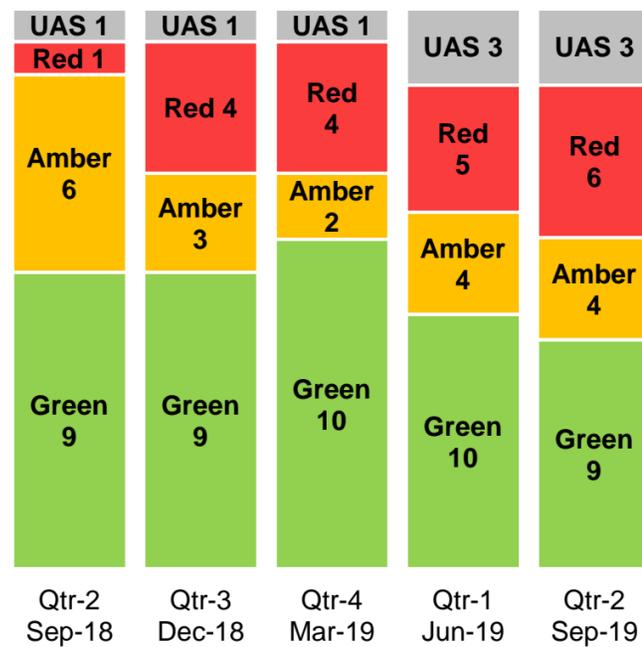


Manifesto Pledges: Overall Status

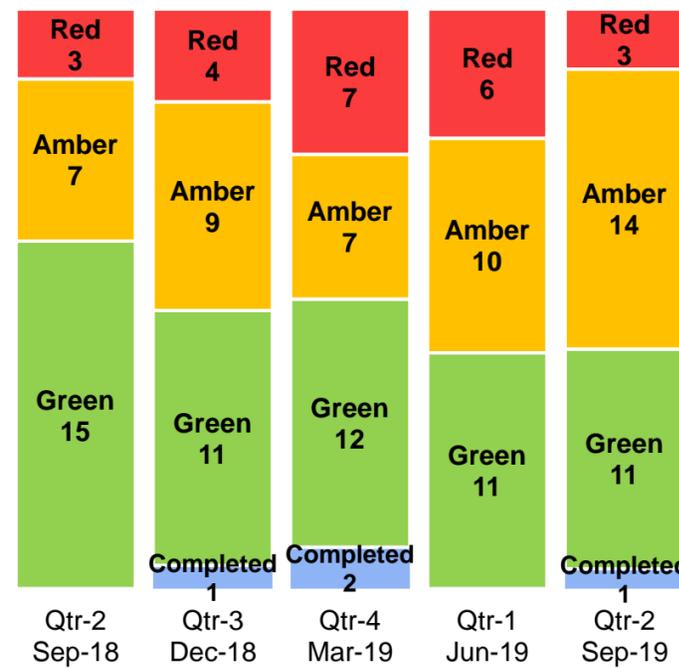


Comparison with previous quarter

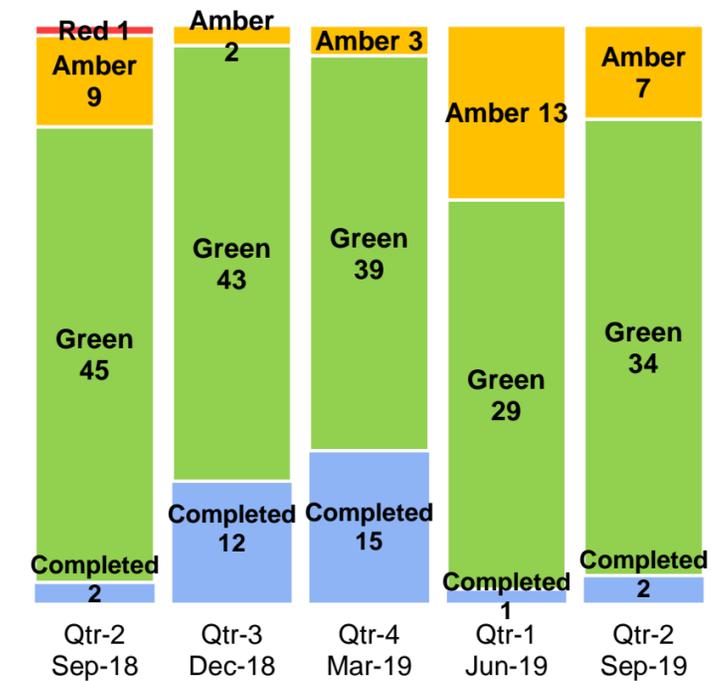
Key Performance Indicators



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 | G 0% (0) | ↓ | G 6.7% (4) | <10% |
| | Attainment gap between all children and bottom 20% at Early Years | G 31.0% | ↑ | G 30.1% | <32.4% |
| | 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 3.2% | ↓ | G 4.0% | <=4% |
| Outcome 2 Our people will be healthier and manage their own care needs | Number of adults receiving a Direct Payment | G 607 | ↓ | R 570 | >=635 |
| | 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 | A B- (1.80) | ↔ | A B- (1.84) | >=B |
| | Total crime rate per 1,000 population | G 23.8 | ↓ | R 26.8 | <24.2 |
| Outcome 4 Our residents will live in good quality homes | Number of homeless households in temporary accommodation | R 435 | ↑ | R 429 | <=380 |
| | Number of permanent dwellings completed during the year | G 846 | ↓ | A 534 | >=550 |
| | Number of mandatory licensed HMOs | G 115 | ↑ | G 133 | >=122 |
| | Number of empty properties brought back into use | R 0 | ↑ | R 7 | >=14 |
| Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities | Business rate in year collection rate | G 56.6% (£61.7m) | ↑ | tba 58.4% (£63.6m) | tba |
| | Access to employment: unemployment rate | tba 2.5% | ↓ | tba 2.7% | tba |
| | Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30) | A 10 mins 04s | ↑ | G 7 mins 33s | <10mins |
| Corporate health | Council tax in year collection rate | A 57.5% (£38.1m) | ↔ | tba 57.5% (£39.9m) | tba |
| | Percentage of household waste sent for reuse, recycling or composting | R 19.7% | ↑ | A 25.7% | >=30% |
| | Percentage of municipal waste sent to landfill | G 0.00% | ↔ | 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 2 was as follows:

Key Performance Indicators



Quarter 2 updates are not yet available for the following measures, with the latest available figures from quarter 1:

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

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 2.
- **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 Strategic Insight Team will continue to monitor the metric development in this area.

For the remaining 19 indicators with agreed target levels, 27% (6 indicators) were rated overall as **Red**, 18% (4 indicators) were rated as **Amber** and 41% (9 indicators) were rated **Green**.

Key areas of performance improvement are:

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

The RAG status remained **Green**

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.

The attainment gap in Slough improved from 31.0% in 2017/18 to 30.1% in 2018/19 and is well below the national average of 32.4%. This placed Slough in the second quartile nationally, ranked 45th of 152 local authorities.

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

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

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 Sept-19 was 7 min 33 seconds. This is an improvement from the previous quarter of 10 min 33 seconds, and in line with this time last year.

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

The RAG status improved from **Red** to **Amber**

Recycling rates in Slough have improved from 19.7% at Q1 to 25.7% at Q2 but remain below target and national rates. Residents are including items in their red bins which we are unable to recycle, resulting in rejected loads at the Materials Recycling Facility.

Communications on targeted and rejected materials has been increased and it is planned that additional stickers will be placed onto the waste containers informing households of what items can be placed into which container. Further training will be undertaken with crews to improve the quality

checks undertaken at kerbside to ensure visibly contaminated bins are not collected and left with contamination hangers.

Due to an issue with our current supplier being unable to process wood waste, the material from the Civic Amenity site has not been recycled in the quarter which has had a detrimental effect on the overall recycling rate. A business case has been approved through procurement to source a new supplier.

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 adults managing their care and support via a direct payment**
The RAG status has dropped from **Green** to **Red**
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.

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. In Q2 we also facilitated a series of refresher training and lunch and learn sessions for operational staff, promoted the use of direct payments and Personal Assistants in an article in the Slough Citizen and refreshed our information pack for service users.

We have seen a fall in the number of people receiving a direct payment this quarter (Q1 607; Q2 570) for a number of reasons. This includes an increase in the number of people ceasing to require a direct payment, a small reduction in the number of carers accessing direct payments and the implications of implementing otherwise very successful hospital discharge pathways. We will therefore be strengthening the direct payment element of these pathways as well as further promoting direct payments to carers.

We will monitor the impact of these initiatives through monthly operational Direct Payment meetings.

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

The RAG status has dropped from **Green** to **Red**

The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies. This we do as a council and through the Safer Slough Partnership.

There can be large differences in crime rates when comparing different quarters. In this case, when you compare 2019 Q1, with 2018 Q1, you will see that we have a slightly lower crime rate this year (2019 26.8 compared to 27.4 in 2018). This is driven by crime types and seasonality i.e. the time of year can

influence some of the volume crimes such as acquisitive crime (theft offences) and public space disorder.

The use of crime rate as an indicator is useful however it does need to be taken in context against the time of year and any ongoing enforcement initiatives that can increase reported crime levels. In this case when comparing Q1 to Q4 we are not taking into consideration these seasonal variances.

The Safer Slough Partnership continues to monitor the crime rate in Slough and, has already put in place a number of initiatives to support police and other enforcement agencies.

Key initiatives in place include:

- Violence: The violence taskforce met on the 4th October 2019 to identify and develop critical work streams to address serious violence in Slough. Matrix groups reporting into the taskforce have been developed, and are working to better understand the drivers and causes of violence to inform evidence based interventions.
- Acquisitive Crime: The Safer Slough Partnership is working to reduce acquisitive crime. A bike marking event is being organised to support owners in protecting their bikes, whilst a communications campaign targeting offenders of bike crime is being developed. Browns and Turning point continue to work with those who may be involved in theft offences, as a result of substance misuse, in an endeavour to reduce their offending behaviour and improve life outcomes.
- Modern Slavery: To mark national anti-slavery day (18th October), the Safer Slough Partnership is launching wave 2 of its hard-hitting campaign to raise awareness of modern slavery. The campaign aims to

encourage concerns from the public and individuals, to be reported to the modern slavery helpline, to ensure victims receive immediate support and protection.

- Domestic Abuse (DA) Services: We are continuing to support victims of domestic abuse through the provision of the Hestia DA service.
- Training: Training continues to be delivered on topics which include DA, gang's awareness, and modern slavery and exploitation, to ensure practitioners can identify signs of abuse, and are aware of referral pathways and appropriate responses to enable the protection of vulnerable people.
- **Number of homeless households accommodated by SBC in temporary accommodation**

The RAG status has remained Red

This measure is a count of homeless households in temporary accommodation on the final day of each quarter. We have seen a decline in the number of homeless households this quarter from 435 at Q1 to 429 at Q2 however we are above our in-year target of 380 households.

The number of households in temporary accommodation is dependent 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 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 with, on average, 128 households approaching each month. The team is working to prevent more cases by providing advice to these households and agreeing steps for both SBC and the household (such as

mediation work and finding accommodation). This 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.

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

The RAG status remained **Red**

At the end of Q2, 7 long term empty properties have been brought back into use. Some of these have been empty for many years as there wasn't a sufficient focus on empty properties previously. The Council has been relying on CPO powers and now we have a much more proactive approach to resolving these issues. In addition, there are at least 14 further cases in the pipe line where renovation works have commenced and which we believe will be completed and returned to occupation by March 2020.

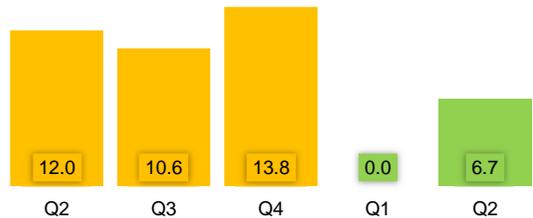
We are in process of designing an effective communication strategy with the owners of empty properties. This process is very much dependant on the cooperation of Council Tax. We have recently completed a Data Protection Impact Assessment (DPIA) in order to obtain the required information regarding owners of empty properties to write to them directly. We intend to write to all cases identified as being empty for more than 6 months and offer them the Council's assistance in bringing their properties back into residential use. This will include the offer of an empty Property Grant and Management of their properties.

The process of obtaining this data has taken longer than expected which may impact the performance of the team in relation to the target set at the beginning of the year.

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

6.7 ↓



| Number of children | Q2 | Q3 | Q4 | Q1 | Q2 |
|--------------------|----|----|----|----|----|
| | 6 | 9 | 11 | 0 | 4 |

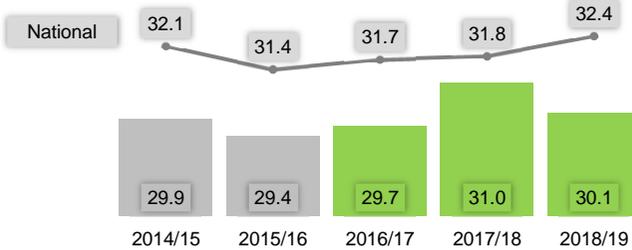
| Target RAG Rating | Percentage Range | Rating |
|-------------------|---------------------|--------|
| GREEN | Below 10% | GREEN |
| AMBER | Between 10% and 15% | AMBER |
| RED | Above 15% | RED |

There were 60 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 32 families. There were 4 (6.7%) children that became subject to a CPP for the second or subsequent time within 2 years. This relates to 3 families. There were 21 (35%) children that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 12 families.

All decisions in relation to children's protection are appropriate. During Q2 a low number of children have become subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the year to date (last 6 months) this involves 4 children out of 100 (4%), compared with 9% for Local Authorities (LAs) within the South East and 12% for statistical neighbours.

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

30.1 ↑



| Quartile | Year | Rating |
|----------|---------|--------|
| 2nd | 2014/15 | GREEN |
| 2nd | 2015/16 | GREEN |
| 2nd | 2016/17 | GREEN |
| 2nd | 2017/18 | GREEN |
| 2nd | 2018/19 | GREEN |

| Target RAG Rating | Performance | Rating |
|-------------------|---|--------|
| GREEN | Lower than the national gap | GREEN |
| AMBER | Higher than national but not ranked in the bottom 3rd of LA's | AMBER |
| RED | Ranked in the bottom 3rd of LA's | RED |

Measured once a year, derived from teacher assessments. 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.

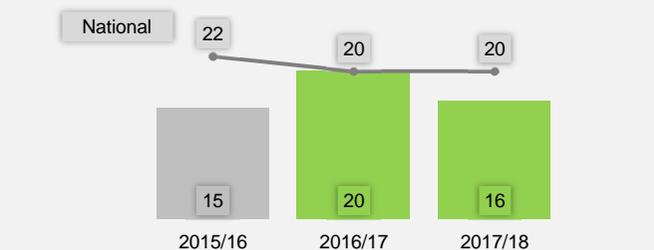
The attainment gap in Slough improved in 2018/19 and is well below the national average. This placed Slough in the second quartile nationally, ranked 45th out of 152 local authorities.

External moderation and quality assurance of Early Years Foundation Stage Profile (EYFSP) data before submission enabled any issues around children with 'emerging' attainment to be addressed directly with schools. Raised focus around boys attainment, particularly in Personal Social and Emotional Development (PSED), was included in all 2018/19 Early Years (EY) training and network meetings. This has resulted in an increase in Good Level of Development (GLD) for boys as well as narrowing the gender gap and attainment gap.

2019/20 EYFSP focus areas already extensively shared in autumn EY meetings; early identification of children in lowest 20% and boys attainment, and the targeted provision and teaching needs required to support improved outcomes.

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

16 ↑



| Quartile | Year | Rating |
|----------|---------|--------|
| 1st | 2015/16 | GREEN |
| 2nd | 2016/17 | GREEN |
| 1st | 2017/18 | GREEN |

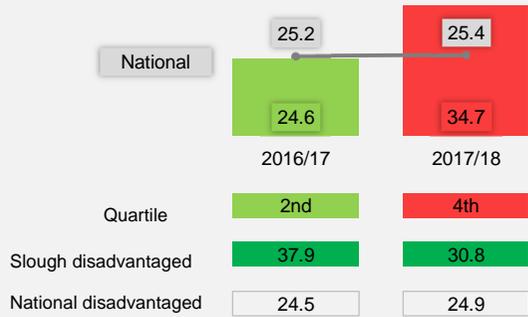
| Target RAG Rating | Performance | Rating |
|-------------------|--|--------|
| GREEN | Lower than the national gap | GREEN |
| AMBER | Higher than national gap but not ranked in bottom 3rd of LAs | AMBER |
| RED | Ranked in bottom 3rd of LAs | RED |

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

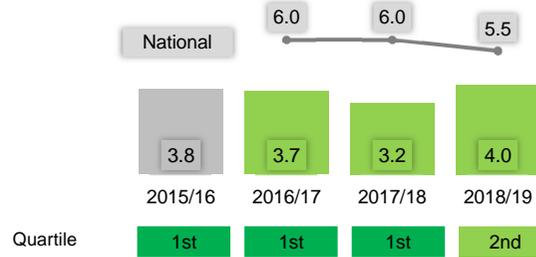
Measured once a year, derived from end of year exams.

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.

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

4.0 ↓



| | | |
|-------------------|---|-------|
| Target RAG Rating | 4% or lower | GREEN |
| | Higher than 4% but below or equal to national | AMBER |
| | Above national average | RED |

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

The 2018/19 NEET rate increased to 4% from 3.2% in the previous year. One of the most significant factors influencing the increase was the complexity across the NEET cohort which meant that young people needed longer term support to be able to move into a positive Education Employment or Training Destination.

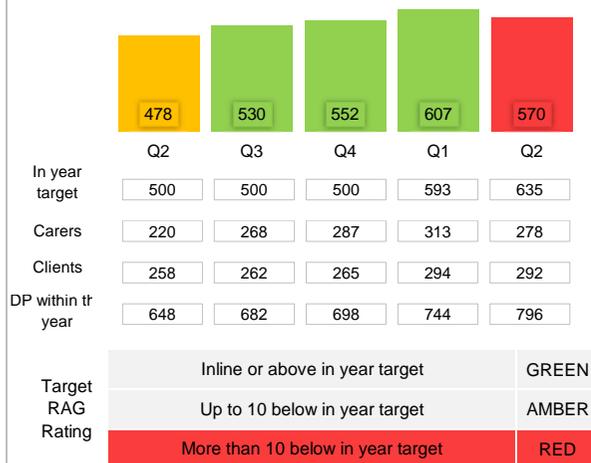
The 2018 cohort increased by 186 young people which provided additional pressure within the same resource envelope. The service is currently forecasting the next three years increased cohorts sizes to help predict where there may be additional pressures and identify ways that can help reduce the NEET numbers and utilise resources across Slough Borough Council and providers within the voluntary sector.

Young Peoples Service's are completing a review of the at Risk of NEET Programme delivered in Slough Schools at Year 11 and how the programme can best support the cohort to ensure successful transitions to Education, Employment or Training post year 11.

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

570 ↓



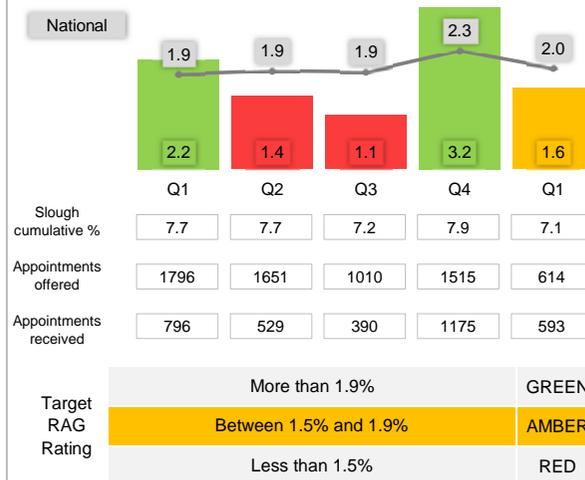
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes. By March 2020 our aim is to have more than 718 adults 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. In Q2 we also facilitated a series of refresher training and lunch and learn sessions for operational staff, promoted the use of direct payments and Personal Assistants in an article in the Slough Citizen and refreshed our information pack for service users.

We have seen a fall in the number of people receiving a direct payment this quarter. This has been for a number of reasons. This includes an increase in the number of people ceasing to require a direct payment, a small reduction in the number of carers accessing direct payments and the implications of implementing otherwise very successful hospital discharge pathways. We will therefore be strengthening the direct payment element of these pathways as well as further promoting direct payments to carers. We will monitor the impact of these initiatives through monthly operational Direct Payment meetings.

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). In Slough NHS Health Checks are being offered through the GP practices and also opportunistically in the community.

Intense work around the NHS Health Check programme last quarter highlighted some issue around data capturing, for which we have already started adopting mitigating actions. These include:

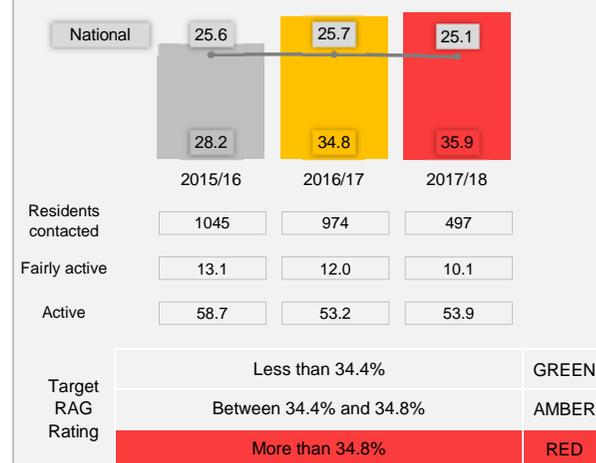
- The data from the GPs do not necessarily get reported in the same quarter which means the data gets missed for that quarter reporting.
- The corrected data sent to the national team is added to the following quarter which results in over/under-reported quarterly data.
- The community figures from our community provider were not reported in Q1 due to the gap in their staffing.

Taking the above into account, the revised figure for Q1 would be 2.06%.

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 which will be informed by the findings from the Health Belief research.

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)

1.84 (B-) ↔



| | | |
|-------------------|------------------------------|-------|
| Target RAG Rating | Average EPA grade B or above | GREEN |
| | Average EPA grade B- to C- | AMBER |
| | Average EPA grade D | RED |

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.

Whilst implementing different cleaning regimes these were not applied until late into the quarter. We are monitoring the restoration of standards into the next quarter and deploying a crash cushion onto the Colnbrook bypass to increase the standard of cleansing and allocating more resource to the gateway sites.

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

26.8 ↑



| | | |
|-------------------|---|-------|
| Target RAG Rating | Lower than MSG average and rate decreasing | GREEN |
| | Lower than MSG average and rate increasing | AMBER |
| | Higher than MSG average and rate decreasing | AMBER |
| | Higher than MSG average and rate increasing | RED |

The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies. This we do as a council and through the Safer Slough Partnership.

There can be large differences in crime rates when comparing different quarters. In this case, when you compare 2019 Q1, with 2018 Q1, you will see that we have a slightly lower crime rate this year (2019 26.8 compared to 27.4 in 2018). This is driven by crime types and seasonality i.e. the time of year can influence some of the volume crimes such as acquisitive crime (theft offences) and public space disorder.

The use of crime rate as an indicator is useful however it does need to be taken in context against the time of year and any ongoing enforcement initiatives that can increase reported crime levels. In this case when comparing Q1 to Q4 we are not taking into consideration these sessional variances.

The Safer Slough Partnership continues to monitor the crime rate in Slough and, has already put in place a number of initiatives to support police and other enforcement agencies.

Outcome 4: Our residents will live in good quality homes

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

429 ↑



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 380 households in temporary accommodation.

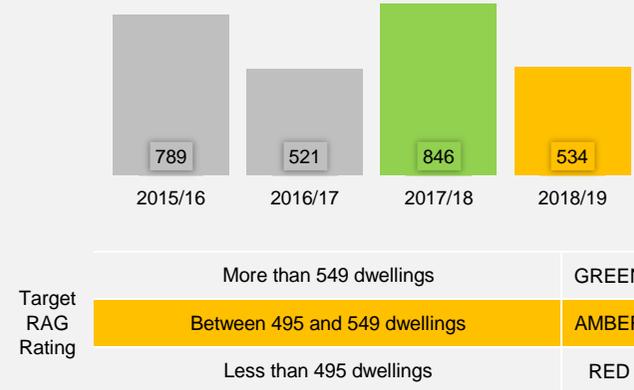
There has been a decline of 6 less households from the previous quarter, however the figure is above our in-year target of 380 households.

The number of households in temporary accommodation is dependent 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 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 with, on average, 128 households approaching each month. The team is working to prevent more cases by providing advice to these households and agreeing steps for both SBC and the household (such as mediation work and finding accommodation). This 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.

The next annual update is due at the end of quarter 1 2020/21.

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

133 ↑



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.

The increase in the number of mandatory licenced HMOs in the borough is likely a result of the increased profile of the property licensing requirements since the launch of the selective and additional licensing schemes in spring 2019. Furthermore, the simplified online application system makes it far easier for landlords to make an application and pay the Licensing fees.

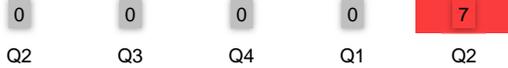
However, it is estimated that the total number of Licenced HMOs is still far below the estimated number that should be licenced and the Housing Regulation Team have commenced a programme to locate all unlicensed licensable properties in the borough. This substantial task will likely require additional resource to be effective. Approval is being sought to recruit additional officers using the proceeds from the licensing fees. Further success will be dependent on the provision of Council Tax data which has taken longer than expected to obtain.

Despite this we anticipate that the number of mandatory licenced HMOs and other properties will continue to increase over the next quarter.

Outcome 4: Our residents will live in good quality homes

4. Number of empty properties brought back into use

7 ↑



| | | | | | |
|----------------|----------------------------------|---|---|---|-------|
| In year target | - | - | - | 7 | 14 |
| Target Rating | Inline or below in year target | | | | GREEN |
| | Up to 3 below in year target | | | | AMBER |
| | More than 3 below in year target | | | | RED |

Year to date; 7 long term empty properties have been brought back into use. Some of these have been empty for many years as there wasn't a sufficient focus on empty properties previously. The Council has been relying on CPO powers and now we have a much more proactive approach to resolving these issues.

In addition, there are at least 14 further cases in the pipe line where renovation works have commenced and which we believe will be completed and returned to occupation by March 2020.

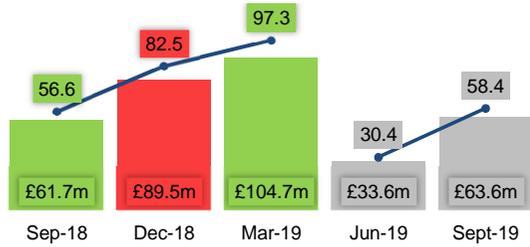
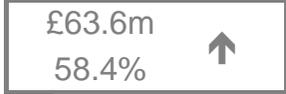
We are in process of designing an effective communication strategy with the owners of empty properties. This process is very much dependant on the cooperation of Council Tax. We have recently completed a Data Protection Impact Assessment (DPIA) in order to obtain the required information regarding owners of empty properties to write to them directly. We intend to write to all cases identified as being empty for more than 6 months and offer them the Council's assistance in bringing their properties back into residential use. This will include the offer of an empty Property Grant and Management of their properties.

The process of obtaining this data has taken longer than expected which may impact the performance of the team in relation to the target set at the beginning of the year.

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)



| In year profile target | Sep-18 | Dec-18 | Mar-19 | Jun-19 | Sept-19 |
|------------------------|--------|--------|--------|--------|---------|
| | 55.6 | 83.4 | 97.3 | tba | tba |
| Diff from target | 1.0 | -0.9 | 0.0 | - | - |

| Target RAG Rating | Rating |
|--|--------|
| Inline or above the profiled target | GREEN |
| Up to 0.5% below the profiled target | AMBER |
| More than 0.5% below the profiled target | RED |

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

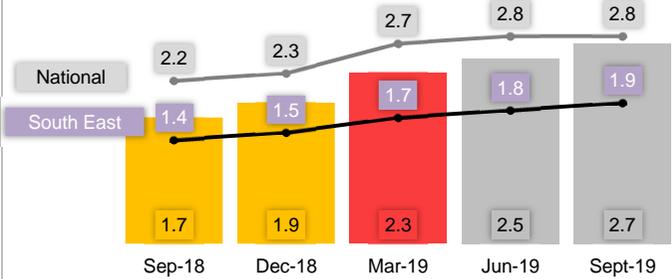
By the end of second quarter we achieved a collection rate of 58.4% of the expected in-year total, collecting £63.6m. This is an increase of £1.9m from the previous year.

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



| No. of residents | Sep-18 | Dec-18 | Mar-19 | Jun-19 | Sept-19 |
|------------------|--------|--------|--------|--------|---------|
| | 1645 | 1815 | 2225 | 2405 | 2555 |

| Target RAG Rating | Rating |
|---------------------|--------|
| Target to be agreed | GREEN |
| Target to be agreed | AMBER |
| Target to be agreed | RED |

Slough's claimant rate for Sept 2019 of 2.7% comprises 2,555 people.

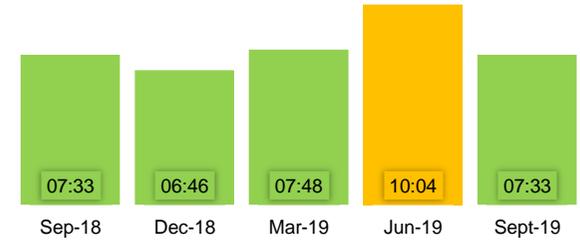
Local unemployment rate is historically better than nationally but lags behind the South East of England.

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 Strategic Insight Team will continue to monitor the metric development in this area.

3. Journey times

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



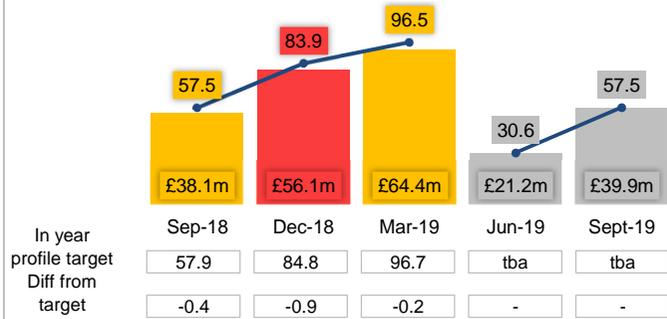
| Target RAG Rating | Rating |
|--------------------|--------|
| Under 10 mins | GREEN |
| Between 10-13 mins | AMBER |
| Over 13 mins | RED |

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 Sept-19 was 7 min 33 seconds. This is an improvement from the previous quarter of 10 min 33 seconds, and in line with this time last year.

Corporate Health Indicators

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

£39.9m
57.5%

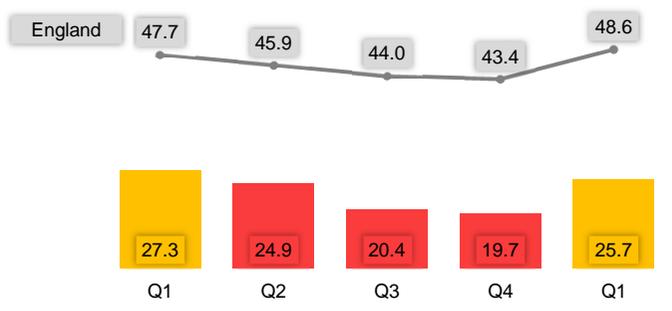


| | | |
|-------------------|--|-------|
| Target RAG Rating | Inline or above the profiled target | GREEN |
| | Up to 0.5% below the profiled target | AMBER |
| | More than 0.5% below the profiled target | RED |

Council tax is collected throughout the year, hence this is a cumulative measure.
By the end of second quarter we achieved a collection rate of 57.5% of the expected in-year total, collecting £39.9m. This is an increase of £1.8m from the previous year.
As we are in the midst of Arvato Exit there is no agreed profiled target at this stage.

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

25.7 ↑

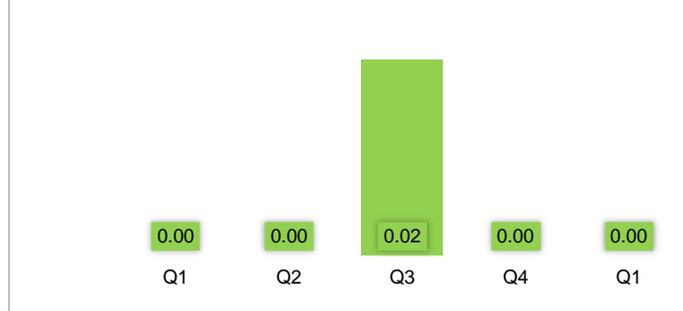


| | | |
|-------------------|---------------------------------------|-------|
| Target RAG Rating | Greater or equal to 30% | GREEN |
| | Greater or equal to 25% less than 30% | AMBER |
| | Less than 25% | RED |

Recycling rates in Slough although improving remain below target and national rates. Residents are including items in their red bins which we are unable to recycle, resulting in rejected loads at the Materials Recycling Facility.
Communications on targeted and rejected materials has been increased and it is planned that additional stickers will be placed onto the waste containers informing households of what items can be placed into which container. Further training will be undertaken with crews to improve the quality checks undertaken at kerbside to ensure visibly contaminated bins are not collected and left with contamination hangers.
Due to an issue with our current supplier being unable to process wood waste, the material from the Civic Amenity site has not been recycled in the quarter which has had a detrimental effect on the overall recycling rate. A business case has been approved through procurement to source a new supplier.

3. Percentage of municipal waste sent to landfill

0.00 ↔



| | | |
|-------------------|------------------------------|-------|
| Target RAG Rating | Less than or equal to 2% | GREEN |
| | Greater than 2% less than 5% | AMBER |
| | Greater or equal to 5% | RED |

Slough remains in the top quartile for local authorities with the lowest amount of waste sent to landfill per annum with good local incineration provision.

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

72% ↑



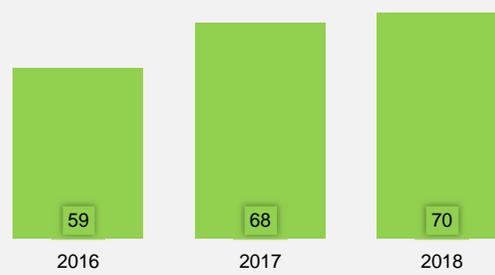
| | | |
|------------|---------------------------------------|-------|
| Target | Greater or equal to 72% | GREEN |
| RAG Rating | Greater or equal to 60% less than 72% | AMBER |
| | Less than 60% | RED |

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

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 |

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

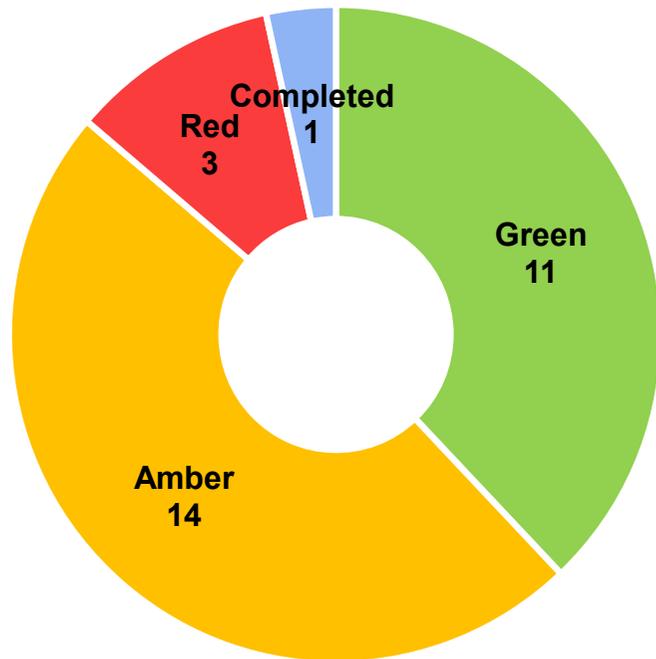
Project Portfolio

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



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At the end of Quarter 2 there were 28 live projects on the portfolio, graded as follows:

| | Gold | Silver | Bronze | Total |
|-------|------|--------|--------|-------|
| Qtr-1 | 10 | 10 | 7 | 27 |
| Qtr-2 | 12 | 9 | 7 | 28 |

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, 39% were rated overall as **Green** (11 projects), 50% were rated overall as **Amber** (14 projects) and 11% were rated overall as **Red** (3 projects).

One project completed this quarter - Speech and Language Therapy (SALT) commission.

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

- Capita One Hosting - Education Modules
- Cemetery Extension
- Highways & Transport Programme

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 2 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 ↔ | Green ↑ | Green ↑ | Green ↑ | Deployment planning and activities continue, confirming TUPE staff moves, SBC engagement/communications planning, and activities for day one/week one/month one. |
| Building Compliance | Green ↔ | Green ↔ | Green ↔ | Green ↔ | Boiler replacement programme has successfully completed 210 replacement boiler installations. 3751 Fire Risk Assessment fire stopping tasks have been completed across the de-designated schemes. |
| Cemetery Extension | Red ↓ | Amber ↔ | Red ↓ | Red ↓ | The Health & Safety Construction Design and Management (CDM) regulations documents received and work on the Lismore Gate extension commenced in accordance with the planned work schedule. Additional funding for the main cemetery extension to be agreed at Capital Monitoring Board in November. |
| Direct Services Organisation | Amber ↓ | Green ↔ | Amber ↔ | Amber ↓ | Recruitment of vacant posts commenced in September. Resources are being planned for the Highways operational phase of works. A scoping report is being written with respect to writing the Slough Direct Services 5 Year Business plan. |
| Future Delivery of Children's Services in Slough | Green ↔ | Green ↑ | Amber ↔ | Amber ↑ | Discussions continue regarding the future arrangements for Children's services in Slough and a proposal is with the Secretary of State. |
| Grove Academy | Amber ↔ | Amber ↔ | Amber ↔ | Amber ↔ | Sale of school site to Department for Education (DfE) was completed on 4 July 2019. |
| Highways and Transport Programme | Red ↔ | Green ↔ | Red ↔ | Red ↔ | Works completed on the A4 cycle route. Works are continuing at Langley Station including traffic signal design. Windsor road widening works are currently underway. |
| Hotel and Residential Development at the Old Library site | Green ↔ | Green ↔ | Green ↔ | Green ↔ | Works on site are underway and on schedule. |

| Gold Project title | Timeline | Budget | Risks & Issues | Overall Status | Comments |
|--|------------|------------|----------------|----------------|---|
| Housing Strategy – Homelessness Reduction Act | Green ↔ | Green ↔ | Green ↑ | Green ↔ | Project is in the process of being closed and an End project Report is being drafted. |
| Localities Strategy | Green ↔ | Green ↔ | Amber ↔ | Amber ↔ | Sites and services to be included in six proposed hubs currently being scoped. |
| Slough Urban Renewal | Green ↔ | Green ↔ | Amber ↔ | Amber ↔ | Slough Urban Renewal projects are progressing. Three homes remain to be sold at Wexham Green and stakeholder meetings are taking place for the Stoke Wharf development. |
| Town Enhancement Programme - Clean, Safe, Vibrant | Green ↔ | Amber ↓ | Amber ↑ | Amber ↑ | The Events Co-ordination team has re-established the publication of the Town Centre Events programme, beginning with September to December. A vibrancy officer has been appointed to focus on market stalls and the Social Enterprise Quarter. |

Background Papers:

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

Key achievements this quarter:

Arvato Exit

Project is progressing and on track.

Homelessness Reduction Act

Project has successfully completed. An end project report is being written.

Slough Academy

Cornerstone implementation of core Learning Management System successfully completed.

Slough Urban Renewal

The Stoke Wharf scheme has been successfully shortlisted at the TVPropFest awards in September.

Various work experience placements/visits have been taking place during the school summer holidays.

Key issues to be aware of:

Timeline

Capita One Hosting - Education Modules

Project is currently on hold - specifically with the element of the project focussing on moving to a supplier hosted platform.

Cemetery Extension

Main works are currently subject to a second tender process which is nearing completion.

Town Enhancement Programme - Clean, Safe and Vibrant

Communications strategy is in place for the project, however more work to be done on the co-ordination of activities and the link between the now and the future. There are delays in looking at options for a Digital Screen and Bandstand in the Town Centre.

Resources

Highways & Transport Programme

Looking at resourcing of work through Direct Services Organisation (DSO).

Reporting

Slough Academy

Agresso data integrity and completeness – if this data is not correct and/or not complete Cornerstone reporting will not be accurate.

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:

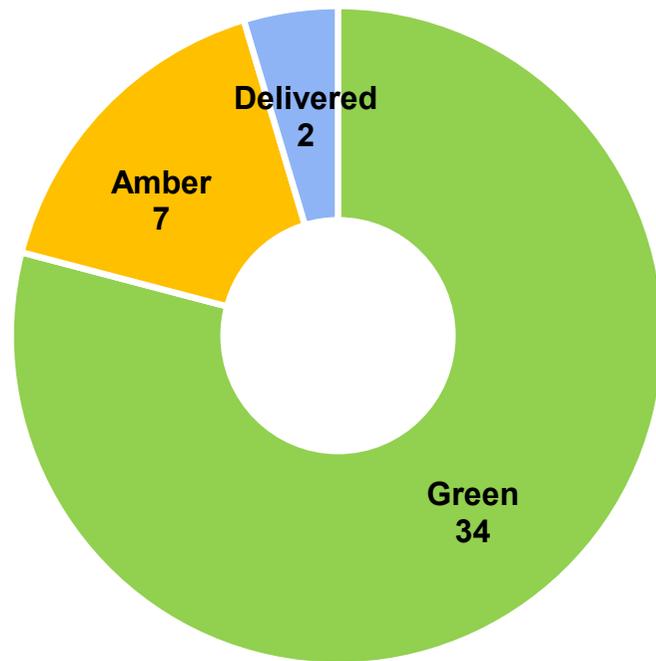
- Establish at business case stage how benefits will be measured and evidenced for both internal & external purposes.
- Schedule school building projects in one, rather than multiple phases taking a whole school approach and expand school support spaces and infrastructure to match the new capacity.
-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

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 2 i.e. 30th September 2019.

Manifesto Pledges: Overall Status



There are 43 Manifesto pledges across the key areas.

At the end of quarter 2, 79% (34 pledges) were rated overall as **Green** as achieving or on schedule and 16% (7 pledges) were rated overall as **Amber**, signifying as working towards and 5% (2 pledges) 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 open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards**
Tender awarded to the Great Outdoor Gym Company. All gyms are now installed and open/in use.

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 2 i.e. 30th September 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 | AMBER ↓ |
| 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 | COMPLETED | ✓ |
| 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 | GREEN ↑ |

| | | | |
|----|---|----------------|------------|
| 10 | We will begin work on a major environmental urban wetland project in Salt Hill Park | March 2020 | GREEN ↑ |
| 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 | GREEN ↑ |

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 ↔ |

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 | GREEN ↑ |
| 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 | GREEN ↑ |
| 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 | GREEN ↑ |

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 Langleigh 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 ↔ |

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 | GREEN ↑ |
| 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 2

(July to September 2019)

Strategy and Performance

PARKING AND TRANSPORT

| | Manifesto Pledge | Date for delivery | Actions taken | RAG for Q2 |
|---|--|--------------------------------------|---|------------|
| 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 Q3. Park and Ride: Land acquisition progressing with land owner and discussions with Highways England continuing. Likely to involve CPO of land. | AMBER ↓ |
| 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 | In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Free pilot for MRT users completed and usage supplied to Leaders office. 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 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 November 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 | Aug / Sept 2019 | Manifesto Pledge has been met Tender awarded to the Great Outdoor Gym Company. All gyms are now installed and open/in use. | ✓ |
| 8 | We will work with partners to expand our popular free 'community work outs' to more locations across Slough | Ongoing throughout 2019/20 | This is still an offer and more instructors are being trained to facilitate sessions, through the Great Outdoor Gym Company, Everyone Active and community activators. | 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 | Tree audit complete and details fed into the Urban Tree Challenge bid. Awaiting the outcome of the bid, this should be confirmed in early October. Funding for tree replacements outside of the Urban Tree Challenge initiative still to be confirmed. | GREEN ↑ |
| 10 | We will begin work on a major environmental urban wetland project in Salt Hill Park | March 2020 | Salt Hill stream works. Planning consent gained and contract for works awarded. Works planned to commence on 7th October, and to be completed by March 2020. | GREEN ↑ |
| 11 | We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects | September 2019 | Allotment complete and plots ready to let. First tenants to be contacted for sign up October 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 | 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 which is scheduled go live in January 2020. 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. | GREEN ↑ |

HOUSING AND NEIGHBOURHOODS

| | Manifesto Pledge | Date for delivery | Actions taken | RAG | |
|----------|------------------|---|---------------|---|------------|
| Page 118 | 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 | The Cabinet Commercial Sub-Committee met and approved the principles of a 'Housing Development Strategy' that set out an approach to deliver wider range of housing options for residents. This not only included provision of social rent but also seeking to enable access to affordable rent and starter homes. The existing sites being considered for development totals 97 and the ambition is to build 641 homes in the next 3 to 5 years. | GREEN ↔ |
| | 15 | We will invest £8 million to provide additional decent, affordable rented homes in Slough | March 2020 | The investment program which was previously outlined to June Neighbourhood & Community Services Scrutiny Panel, is in place and remains on course to deliver 4,000 electrical works of which 1,000 completed to date, in excess of 450 new boilers of which 177 completed, ongoing fire risk assessment of which £3m value of works due to be completed by the autumn as well as £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 | The Cabinet Commercial Sub-Committee met on the 1st of October and approved the principles for progressing the change of the councils existing Development Initiative Slough Homes (D.I.S.H.) to enable a tenant led initiative. The general structure and company articles are with the solicitors 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 | The planned car park closures took place in August 2019 and up to 15 rough sleepers were ejected. None have returned, so this has been successful, so far. The outreach team continue to engage with rough sleepers and move them into Emergency Bed or temporary housing provision. As part of our reconnection to communities work, we have moved three rough sleepers back to Poland with the help of the Polish authorities. The next Official Rough Sleeper Count will be taking place in November 2019. | 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 in progress.</p> <p>The environmental program is being conducted on garages so that the sites are either upgraded for modern parking or decommissioned for development. These are in progress and investment of £1m is underway.</p> <p>The Repairs App is under review by the Residents Panel who are providing feedback on its use. On receipt of feedback the intent is to look to incorporate suggestions as to how we can achieve greater take up.</p> | GREEN ↔ |
| 19 | We will help establish and facilitate a private tenants' association to give private renters a voice | First meeting October 2019 | The plan is to facilitate at least 2 meetings a year unless the established group decides meetings more frequently. First meeting to take place on Tuesday 29th October 2019 at 615pm. | 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 | <p>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.</p> <p>All 10 Children's Centres awarded gold standard oral health accreditation. 9 PVI (private, voluntary and independent sector) settings and 1 maintained nursery school awarded gold accreditation. 75 oral health parental questionnaires completed across the CC's. 48 dental visits were undertaken to include a mix of parents taking their children for follow up appointments, as well as first time appointments.</p> <p>The starting well dental practices across Slough ran open days during May half term resulting in new registrations follow up appointments which represented a significant increase in uptake. Children's Centres walked children and their parents/carers to the local dental surgery which also resulted in new registrations being made and for some children it was the first time they had been in a dental surgery. Further open days are scheduled during October half term.</p> <p>During National Smile month (w/c 13/05 – 14/06) 10 targeted activity sessions with health partners around oral health ran across all 10 Children's Centres with parents and children. 7 private day nurseries across slough also held drop in workshops for their parents.</p> | GREEN ↑ |

| | | | | |
|----|--|-------------------------------|--|------------|
| 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 | We will continue to develop co-produced asset based approaches and 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. 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. | 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 | 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. For Q1 the initial project for co-production to have been selected. Contract signed. Training programme to have been progressed. | 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 2020 | On 22 nd June 2019 we had the Great Get Together in Herschel Park with more than 1,000 people attending. On 23rd June the 5k fun run took place in Upton Court Park with more than 360 people taking part. Commissioning arrangements being developed for an external provider to run the 5K in 2020. Half Marathon options are being researched. Final proposal to be presented October 2019. | GREEN ↑ |
| 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 has now been reported to Wellbeing Board and Health Scrutiny as planned in Sept-19. Findings will be published and help inform the Keeping Well Strategy planned for Q3/4.</p> <p>Smoking remains a priority. An external funding bid for additional smoking cessation funding to the Better Care Fund was developed in Q2 and will be submitted in Q3.</p> <p>The new integrated wellness service, which is due to launch on April 1st 2020, is now out to tender. Applicants will be invited to interview over the coming few weeks and a decision is due to be made in the coming month. This new service will be an umbrella service covering our key prevention programmes, including Stop Smoking, weight management, falls prevention, NHS health checks, behaviour change and brief alcohol interventions.</p> <p>An audit to review our practice of tackling health inequalities in Slough through the NHS Health Checks programme started in Q2 and will contribute to the national review in Q3.</p> <p>Work to understand one of the major underlying causes of health inequality in Slough - poverty – has started. The project will draw on a broad array of Council areas to understand our current offer, identify any gaps and prioritise follow-up action.</p> | GREEN ↑ |
|----|--|---------|---|------------|

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 31Oct 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 Langleigh and planning new hubs in Cippenham and Wexham | New Chalvey School and hub June 2020 | Localities Strategy Workstream established to lead on the Transformation agenda for locality working and delivery. First workshop has happened with attendance from Subject Matter Experts and SLT colleagues from across the council as well as PMO and GateOne representatives. 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. Working with the STAR group and stakeholders on the SloughNow concept to gauge their interest and explore what they would like to see in their Town Centre. | 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 ↔ |

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|----|--|--|---|------------|
| 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 December 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. Work on marketing to commence once newly appointed Group Manager arrives in November 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 | A feasibility study to be prepared for Adelphi and carpark. | GREEN ↔ |

REGENERATION AND THE TOWN

| | Manifesto Pledge | Date for delivery | Actions taken | RAG |
|----------|--|-------------------|--|------------|
| Page 124 | 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. SBC and SUR will have signed an option agreement for the TVU site by end of October 2019. The following steps will include refining the masterplan for the site to determine the appropriate levels of housing, employment and community uses | 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 ↔ |

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|----|---|---------------|--|------------|
| 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 | <p>Ongoing discussions with ADIA in partnership working and wider visioning work for the Town Centre, not just a site by site vision.</p> <p>After extensive community engagement, Berkeley Group have submitted their planning application for the Horlicks factory site and are awaiting decision from the LPA.</p> | 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 still expected to commence in November 2019 with a view to handover in December 2020. James Elliman Homes are intended to acquire for use for social housing. | 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 | <p>Public Realm design underway and negotiations with Net Rail and GWR to construct the forecourt are continuing.</p> <p>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. Cabinet approval now secured (September Cabinet) designs proceeding.</p> | 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 | <p>£11.9m spent in Q1 and Q2 on providing a site for Grove Academy and an expansion of places at Langley Grammar School.</p> <p>£840K spent Q1 and Q2 providing new SEND Resource Unit at Marish Primary Academy.</p> <p>£17K spent on providing refurbished buildings for Haybrook College and Littledown School.</p> | GREEN ↔ |
| 39 | We will facilitate a brand new through-school with community sports provision in Chalvey | October 2020 | <p>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. Utility disconnections and diversions are interfering with programme delivery and causing some phasing delays.</p> <p>Work is continuing on refurbishment of the Orchard Community Centre and this work will complete by the end of Q2. A further site in Chalvey has been identified for accommodating community groups during the construction phase.</p> <p>The former Chalvey Community Centre and Chalvey Nursery buildings have been demolished and construction of the new school and Chalvey Hub are progressing well on site.</p> | AMBER ↔ |
| 40 | We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25 | Ongoing | Proposals to go to Joint Parenting Panel Dec 2019 for approval. | GREEN ↑ |

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|----|---|--------------------------|--|--|
| 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 | <p>Manifesto Pledge has been met</p> <p>Secured revenue funding of £1.4 million growth for SCST Children's Services. This was approved by Cabinet in February 2019.</p> |  |
| 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 | <p>Slough Academy was launched in Nov-18 and currently promotes apprenticeship opportunities to all SBC colleagues through internal communications.</p> <p>Apprenticeship opportunities not filled internally are promoted through communications externally in Slough.</p> <p>As at quarter 2, we received 71 external applications, held 10 interviews of which 8 appointments were offered.</p> | <p>GREEN</p>  |

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 9th January 2020

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

WARDS: All

PART I
FOR COMMENT & CONSIDERATION

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 - Notification of Decisions - December 2019 to February 2020 - Cabinet

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2019/2020

| Meeting Date |
|---|
| 30 January 2020 |
| <ul style="list-style-type: none"> • LGBT inclusion events (request from council) • Adult Social Care Transformation Programme • Frimley NHS foundation Trust - wholly owned subsidiary |
| 12 March 2020 |
| <ul style="list-style-type: none"> • Planning: performance, resourcing, customer insight and improvement programme • Five Year Plan Outcome 3 - annual update • Five Year Plan Outcome 5 - annual update |
| 16 April 2020 |
| <ul style="list-style-type: none"> • Scrutiny – Annual Report • Petitions – Annual Summary • Performance and Projects • Q3 Revenue and Capital financial updates |

To be scheduled

- Heathrow economic development update

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NOTIFICATION OF DECISIONS

1 DECEMBER 2019 TO 29 FEBRUARY 2020

Date of Publication: 17th November 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 - 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>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>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>Slough Children's Services Trust Financial Update</u></p> <p>To receive an update and take any necessary decisions on the financial position of Slough Children's Services Trust.</p> | C&S, G&C | All | All | Cate Duffy, Director of Children, Learning and Skills Services, Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875751, Tel: 01753 875358 | - | 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

| | | | | | | | | |
|---|-----|---------|--------------------------------------|---|---|------|---|----------------|
| <p><u>Transport Strategy for Slough</u></p> <p>Further to the decision taken by Cabinet on 25th February 2019, to receive a report on the Transport Strategy for Slough.</p> | T&E | All | All | Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640 | - | None | | |
| <p><u>Nova House</u></p> <p>Further to the Cabinet report on 21st January 2019, to receive a further update on Nova House and take any further decisions on the work programme and associated matters.</p> | H&C | Central | All | Richard West, Interim Director of Place & Development | - | None | | Yes, p3 LGA |
| <p><u>Regional Adoption Agency</u></p> <p>To consider a proposal for Slough to join a Regional Adoption Agency in line with statutory requirements.</p> | C&S | All | Protecting vulnerable children | Cate Duffy, Director of Children, Learning and Skills Services Tel: 01753 875751 | - | None | √ | Yes, p3 LGA |
| <p><u>Amendment to Temporary Accommodation and Private Sector Placement Policy</u></p> <p>To consider a report recommending an amendment to the Council's temporary accommodation and private sector placement policy.</p> | H&C | All | Housing | Colin Moone, Service Lead Strategic Housing Services Tel: 01753 474057 | - | None | √ | |

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

| | | | | | | | | |
|--|-----|---------|--|--|---|------|---|----------------|
| <p><u>Tower & Ashbourne Houses Redevelopment</u></p> <p>Subject to the resolutions of the Cabinet on 18th November 2019, 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.</p> | H&C | Chalvey | None | John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436 | - | None | √ | Yes, p3 LGA |
| <p><u>Purchase of Empty Properties</u></p> <p>To approve the acquisition of further empty properties as part of the Council's strategy to bring them back into residential use.</p> | H&C | All | All | Amir Salarkia, Interim Housing Regulation Manager Tel: 01753 875540 | - | None | √ | Yes, p3 LGA |
| <p><u>£250k Contract - Mental Health Accommodation Services</u></p> <p>To approve the commencement of tendering and any other necessary decisions for mental health accommodations services.</p> | H&W | All | Improving mental health and wellbeing | Geoff Dennis, Head of Adult Mental Health Services | - | None | √ | |
| <p><u>Salt Hill Activity Centre Improvements</u></p> <p>To consider a proposal for a capital project to delivery improvements to Salt Hill Activity Centre.</p> | H&W | All | All | Alison Hibbert, Leisure Strategy Manager Tel: (01753) 875896 | - | None | √ | |
| <p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any references from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p> | G&C | | 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 | - | None | | |
|--|-----|-----|-----|--|---|------|--|--|

Cabinet Commercial Sub-Committee - 16th December 2019

| Item | Port- folio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|--|----------------|------|----------|---|-----------------|----------------------|----------|----------------------|
| <u>Atlas Residential Joint Venture</u> Approval will be sought to delegate authority to develop a potential joint venture, commercial dialogue and potential acquisition of sites for provision of housing. | H&C | All | All | John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436 | - | None | √ | Yes, p3 LGA |
| <u>Housing Development Programme Update</u> Further to the report the Commercial Sub-Committee meeting held on 1 st October 2019, to receive an update and take further decisions on the Housing Development Programme. | H&C | All | All | John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436 | - | None | √ | Yes, p3 LGA |

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

| | | | | | | | | |
|---|-----|-----|-----|---|---|------|---|----------------|
| <u>DISH Registered Provider - Delivering Development</u> Approval will be sought for the process of creation of Development Initiative for Slough Housing (DISH) as a registered provider and to take decisions on all related matters in accordance with the development strategy granted by the sub-committee on the 1st October 2019 so that affordable homes are delivered by the DISH RP as an arms length body. | H&C | All | All | John Griffiths, Service Lead Housing Development and Contracts Tel: (01753) 875436 | - | None | √ | Yes, p3 LGA |
| <u>Commercial Strategy</u> To approve the Council' Commercial Strategy. | R&S | All | All | Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852 | - | None | √ | Yes, p3 LGA |

Cabinet - 20th January 2020

| Item | Port- folio | 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 | | |

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

| | | | | | | | | |
|--|-----|-----|-----|---|---|------|---|-------------|
| <u>Localities Strategy Update</u> As agreed by the Cabinet in September 2019, to receive an update on the delivery of the Localities Strategy. | R&S | All | All | Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852 | - | None | √ | Yes, p3 LGA |
| <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 | - | | | |

Cabinet - 3rd February 2019

| Item | Portfolio | Ward | Priority | Contact Officer | Other Committee | Background Documents | New Item | Likely to be Part II |
|---|-----------|------|----------|--|-----------------|----------------------|----------|----------------------|
| <u>Revenue Financial Update - Quarter 3 2019/20</u> To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval. | G&C | All | All | Barry Stratfull, Service Lead Finance Tel: (01753) 875748 | - | None | √ | |
| <u>Capital Financial Update- Quarter 3 2019/20</u> To receive an update on the capital programme for the third quarter of the year. | G&C | All | All | Barry Stratfull, Service Lead Finance Tel: (01753) 875748 | - | None | √ | |

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

| | | | | | | | | |
|--|-----|-----|-----|---|--------------|------|---|--|
| <p><u>Revenue Budget 2020/2021 and MTFS 2020-2024</u></p> <p>To consider, and if agreed, to recommend to Council the Revenue Budget 2020/21 and the Medium Term Financial Strategy 2020-2021.</p> | R&S | All | All | Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358 | O&S, 30/1/20 | None | √ | |
| <p><u>Capital Strategy 2020-2025</u></p> <p>To consider, and if agreed, to recommend to Council the Capital Strategy for the period between 2020-2025.</p> | R&S | All | All | Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358 | O&S, 30/1/20 | None | √ | |
| <p><u>Treasury Management Strategy 2020/21</u></p> <p>To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2020/21.</p> | R&S | All | All | Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358 | O&S, 30/1/20 | None | √ | |
| <p><u>Five Year Plan 2020-2025</u></p> <p>To consider, and if agreed, to recommend to Council the refreshed Five Year Plan setting out the Council's strategic priorities.</p> | R&S | All | All | Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847 | - | None | √ | |
| <p><u>Parking Strategy</u></p> <p>To approve the Council's Parking Strategy as part of the agreed wider Transport Strategy approved by Cabinet.</p> | T&E | All | All | Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640 | - | 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

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

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) | P | | | | |
| Dhaliwal | P | P | P | P | | | | |
| Gahir | P | P | Ap | P | | | | |
| Hulme | P | P | P | P | | | | |
| **Matloob | | | | P | | | | |
| D Parmar | P | P | P | P | | | | |
| S Parmar | P | P | P | P | | | | |
| Sarfraz | P | P | P | Ap | | | | |
| R Sandhu | P | P | Ap | P | | | | |
| *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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