

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee

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WARD(S): All

PART I **FOR CONSIDERATION & COMMENT**

REVENUE BUDGET STRATEGY - 2009/2010 AND FUTURE YEARS

1 Purpose of Report

This paper sets out the latest assessment of the Council's budget projection for 2009/10 and future years and considers the opportunities and threats facing the Council in the short and medium term.

2 Recommendations

The Committee is requested to note and comment on:

- a) The Council's projected budget for 2009/10 and future years.
- b) The assumptions underlying the budget strategy.

3 Key Policy Priority Implications

The budget is the financial plan of the Authority and as such will underpin the delivery of the Council's Key Policy Priorities throughout the forthcoming year, through the individual departmental and service plans. It therefore reflects the Council's assessment of service priorities, but within the financial constraints it finds itself.

4 Other Implications

4.1 Financial Implications

These are contained within the body of the report.

4.1 Human Rights Act & Other Legal Implications

The Council has various legal responsibilities around financial matters but it is most important that it does not plan to spend more than the resources available to it in any one year. The budget strategy presents the projected financial position of the Council for 2009/10 and future years and suggests actions to be considered by members in order to deliver a balanced budget by

the time the council tax is set in February 2009.

The 2003 Local Government Bill places a duty on the Council to consider the robustness of budget estimates, the adequacy of reserves and the affordability of its capital programme in preparing its budget for the year.

There are no other legal or Human Rights Act implications.

Workforce

Some of the budget reduction options ultimately considered may involve both the deletion of vacant posts and potential redundancies. If this is the case the council will ensure that HR policies are applied to minimise the impact of redundancies and to look for redeployment opportunities.

5 Supporting Information

Executive Summary

- 5.1 Without action there is a significant budget gap for 2009/10 and beyond. Therefore early discussions and decisions are needed so a full years financial effect can be achieved.
- 5.2 The objective of a financial strategy is “To work out how the Council wants to structure and manage its finances (typically for 3, 5 years) and to ensure this fits with and supports the direction of Council objectives”. There are in effect two elements to this:
 - Setting a balanced budget, responding to year-on-year changes and supporting business continuity
 - Using the budget strategy to support and enable the transformation of services so that they match the Council’s objectives and priorities
- 5.3 The scope of the financial strategy covers:
 - Revenue and capital – capital investment strategy needs to be linked. What are the revenue implications of capital programme? Are there options for delivering objectives from revenue or capital?
 - Sets a medium term outlook and agrees the budget strategy for the coming year (2009/10).
- 5.4 The detailed budget process can be seen in the document attached at Appendix A titled, Policy, Prioritisation and Resources Group (PPRG).
- 5.5 Being in the middle of three year budgets the level of resources available to the Council are clear and based on Slough being at the floor, the cashable growth from government funding for each of the next two years is only £914k and £820k respectively.
- 5.6 To meet on going commitments and continue to deliver business continuity of current services, whilst investing funds into the Council’s new priorities will

require Departments to identify savings. Indicative pro rate savings targets of 4, 6 and 8% have been set.

- 5.7 The 2008/09 monitoring position is reported to Cabinet separately on this agenda. It is crucial that the Council continues its down ward trend on the outturn projection and that overall it breaks even by the end of the financial year, other wise this will not only impact on the level of balances, but also the budget requirement for the coming year.

Budget Consultation

- 5.34 The Council is under a statutory obligation to consult residents and local businesses on its budget each year.
- 5.35 Slough Borough Council has a strong history of consulting on the budget and recognises the benefits this brings. The benefits of consulting (some of which are listed below) are particularly important when there are significant budget pressures:
- Provide members with information to support decision making
 - Promote public involvement in decision making
 - Identify priorities for spending
 - Identify areas in which spending reductions are seen as most acceptable
 - Raise awareness about how finances are spent
 - Raise awareness of the Council's sources and levels of funding
 - Raise awareness of the impact of the calculation of population statistics on funding
- 5.36 Consultation methods range in cost and methods have been chosen which will provide a sufficient level of engagement whilst providing good value for money.

2009/10 Consultation Methods

- 5.37 The Council will consult on the Revenue Budget with the following groups:
- Local residents
 - Members
 - Stakeholders
 - Business community
 - SBC staff
- 5.38 Consulting internal staff will encourage staff to feel that they are well informed about Council issues and give them an outlet to express opinions.
- 5.39 Table 1 below sets out the methodologies the Council intends to use to consult with each group:

Table 1 Methods of Consultation

Target Group	Methodology	Comments
Local Residents	Article in The Citizen newspaper	Educational focus, to inform residents of current funding gap as a result of Government settlement and population estimates.
	Budget Simulator	This provides residents with an opportunity to see what the effects of raising or lowering spending in various areas would be both on services and on council tax levels. It also provides an opportunity to make general comments and to sign up to receive further information about the budget. The budget simulator after the consultation to raise awareness about the budget.
	Website	To provide information about the budget and efforts to challenge use of flawed population estimates.
	Press Releases	To raise awareness of the consultation and issues raised.
Members	Presentation and Budget report to Overview and Scrutiny	To enable members to discuss the budget and show preferences for spending by using 'ppvote' an electronic voting system. This will enable statistical data to be collected from Members present at this meeting.
	Briefings with Commissioners	These fall outside of the formal consultation process.
Stakeholders	Presentation to Slough Focus	Consulting the local strategic partnership (which includes representatives from partners agencies such as Police, NHS as well as voluntary sector and business) will encourage dialogue on improving local services.
Business community	Email presentation to business representatives	Businesses have identified a preference to receive information and submit comments by email.
SBC staff	Budget Simulator	Staff will be invited to use the budget simulator to promote awareness of the budget and gain feedback
	Internal Communications	A range of communication methods have been used and will continue to be used to raise awareness about the budget and keep staff informed.

- 5.40 Communications methods will be used to ensure that the findings of the consultation are publicised. This will ensure that those who took part in the consultation are able to find out about the range of issues raised and how the feedback was taken into account when finalising the budget.
- 5.41 Feedback from these consultation exercises will be reported to the meeting of the Cabinet in January, allowing Members sufficient time to take any feedback into account, before the Council's Revenue Budget is finally agreed in February 2009.

6 Conclusion

This paper sets out the latest assessment of the Council's budget projection for 2009/10 and future years and considers the opportunities and threats facing the Council in the short and medium term. There is a substantial funding gap that will require closing before the Council is able to set a balanced budget for 2009/10.

7 Background Papers

8 Appendices

A - Policy, Prioritisation and Resources Group

SLOUGH BC

**GUIDANCE: Budget Setting
2009/10 to 2011/12**

**Policy, Prioritisation and
Resources Group (PPRG)**

Guidance issued: 6 August 2008

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1. INTRODUCTION

- 1.1. Slough Borough Council (SBC) is committed to delivering quality of life outcomes by allocating its revenue and capital resources to reflect the priorities agreed by the Labour Group, contained within the Local Area Agreement (LAA) and essential services. A new Strategic Planning Framework is being developed within the council and will be implemented over the coming months. To support these changes we have refreshed the Star Chamber process so that it is more focused on delivering outcomes, as well as balancing the budget and will ensure that targets match resources. To emphasise this change we have renamed the Star Chamber; it will now be called the Policy, Prioritisation and Resources Group (PPRG).
- 1.2. PPRG, comprising of Commissioners and Directors will be the key group that will make recommendations to Cabinet on allocating resources in 2009/10 and the subsequent two years. It will meet in the autumn on three occasions to consider:
 1. the overall revenue and capital budget process for 2009/10 and beyond;
 2. option appraisals, undertaken and submitted by Directorates, including proposed growth to meet the council's priorities and possible savings and efficiencies options;
 3. the implications of capital and treasury investment.
- 1.3. The Local Government Act 2003 places a duty on the Council's Section 151 Officer to report on the robustness of budget estimates. In order to fully realise this duty the budget process will be informed by, and based on, a rigorous assessment of council-wide risks affecting both the short and medium term¹.
- 1.4. The budget setting process is a key part of the service planning and performance management framework, which is currently under development in the council. It is clearly linked to the closing of accounts, strategic plan and in year monitoring and budgetary control processes, as well as the HR and Asset Management Strategies. Together budget setting and service planning will enable the Council to align targets and budgets.

2. DEVELOPING POLICY & PLANS

Strategic Planning Framework

- 2.1. SBC is developing a Strategic Planning Framework which will improve the integration between business planning and resource allocation. The Framework is not complete but elements are influencing this year's budget setting process.
- 2.2. These are the key elements of the Framework:

Corporate Plan	▪ 3 year plan
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¹ For the purposes of this report: "short term" = 1 year and "medium term" = up to 3 years.

	<ul style="list-style-type: none"> ▪ Sets out vision and up to 40 strategic outcomes ▪ Includes Corporate Balance Scorecard and Strategic Staircase ▪ Quarterly progress reporting ▪ Use of Excellence Model
Strategic Plans	<ul style="list-style-type: none"> ▪ 3 year plans ▪ There will be a plan for each LAA theme ▪ Includes Strategic Balance Scorecards and Strategic Staircases ▪ 'I DOs' produced for each strategic outcome (up to 40) used to secure resources through PPRG ▪ Quality of current service provision and Business Continuity to also be covered ▪ Championed by Director on rotational basis ▪ Quarterly progress reporting ▪ Strategic linkages to Corporate Plan and LSP partner organisations.
Team Plans	<ul style="list-style-type: none"> ▪ Annual Plans ▪ Produced for customer facing services ▪ Monthly progress reporting ▪ Use of Excellence Model ▪ Strategic linkages to Strategic Plans.
Personal Plans	<ul style="list-style-type: none"> ▪ Annual Plans ▪ Performance targets ▪ Personal development action plan ▪ Quarterly progress reporting

2.3. The Framework will create a link between the Sustainable Community Strategy (and LAA), the performance framework (and national indicator set) and the strategic resource allocation process, which is overseen by PPRG.

2.4. From 2010/11, the Strategic Plans will set out how the council intends to achieve its part of the LAA priorities and outcomes, by when, and will drive the growth bids to PPRG. In other words, from 2010/11, all growth bids for investment that are considered by Members at PPRG will come through one of the Strategic Plans.

2.5. Strategic Plans have not yet been developed and so cannot be used for the 2009/10 budget. We are proposing to use the IDO format for all bids for investment to PPRG. PPRG will have to make a judgement about whether the bids support the council's priorities.

3. SUMMARY OF REQUIREMENTS

3.1. In conjunction with Corporate Finance, all directorates will be expected to provide the information identified below, no less than one week before the date of the relevant scheduled PPRG meeting.

- An assessment of the directorate's contribution towards the actions contained within the Local Area Agreement and the Council's priorities. This assessment should cover both new strategic growth bids and growth that is currently in the Council's business plan, having been provisionally agreed as part of the 2008/09 to 2010/11 revenue budget. Where applicable, directorates will also be expected to submit growth proposals that reflect anticipated commitments arising from the implementation of Statutory Plans². However, it must be recognised that the Labour Group's priorities are the focus for the delivery by the council and, ultimately, it is a decision for the full Council how overall resources should be allocated.
 - An assessment of any other service requirements in relation to statutory service provision, the need to deliver business continuity and implications of new responsibilities that are imposed on the Council through legislative changes and, if appropriate, how these responsibilities fit with the Council's and LAA priorities and outcomes.
 - An assessment of the key risks affecting the directorate over the medium term and identified strategies for overcoming these risks
 - An outline of the key unit cost (prices and volume) assumptions associated with each growth and savings proposal e.g. 'demand-led' growth bids should be explained in terms of volume and costs
- 3.2. It is proposed there will be three PPRG meetings, the first in early October 2008 to which all directorates will be expected to contribute and attend. Forms, which directorates must complete and submit to Corporate Finance in advance of the PPRG meeting, can be found within the Appendices of this report, and are listed below.
- 3.3. CMT will meet to review and agree the submissions in advance of the PPRG meetings. Where possible, a 'corporate view' on the proposals will be provided by CMT to the PPRG for Members' consideration.
- 3.4. This report contains the following forms directorates will be required to complete in advance of the PPRG discussions. These forms will be circulated to appropriate officers as excel files.

Appendix A

- Summary schedules highlighting changes to existing business plan savings (if any)
- Summary schedules highlighting new growth for strategic and business continuity purposes
- Summary schedules highlighting new savings

² For the avoidance of doubt, "Statutory Plans" are defined as those determined by the Communities and Local Government, Creating Strong, Safe and Prosperous Communities Statutory Guidance: Draft for Consultation, November 2007, (IE Sustainable Community Strategy (including housing and homelessness priorities/strategies); Local Development Framework; Local Area Agreement; Joint Strategic Needs Assessment for Health and Social Care; Crime and Disorder Reduction Strategy; Local Transport Plan; Children and Young People's Plan; National Park Management Plan; Municipal Waste Strategy; Licensing Policy; Partners' corporate and operational plans; Regional Strategies.)

- Summary analysis of all proposed growth and savings by type e.g.
 - Individual savings proposals should be categorised as either: efficiency, contractual, income generating or service reductions.
 - Individual growth proposals should be categorised as either: demand led, contractual, legislative or service improvement or invest to save.

Appendix B

- Detail sheets for existing individual business plan growth and savings (PPRG will wish to review the current business plan in full)
- Detail sheets for each of the new growth items
- Detail sheets for each of the new savings items

Appendix C

- Appendix C1 – 2008-13 Capital Bid Form
- Appendix C2 – 2008-13 Capital Bids – Scheme Financial Profile
- Appendix C3 – Departmental Summary of Capital Bids

3.5. Separately, although with the assistance of directorates, Corporate Finance will collate the following key background information to inform discussions at the PPRG meetings.

- Latest capital and revenue monitoring position for the current year
- Closing position for 2007/08 with an explanation of any significant variances
- Council-approved growth and savings schedules for 2007/08 including a summary of the items actually delivered
- Personnel trends
 - overall numbers
 - turnover and recruitment statistics
 - sickness and other absences trends
- Current aged debt analysis
- An analysis of current fees and charges
- A separate corporate benchmarking report, including:
 - Financial, unit cost and volume benchmarking data
 - BVPIs and other performance data
 - Detailed corporate benchmarking

4. POLICY AGENDA

- 4.1. The purpose of the financial strategy is to ensure the Council's priorities are funded (transformation) whilst also ensuring existing essential services can continue (business continuity). This section clarifies the objectives and priorities that the Council wants to achieve. In later stages this report considers ways of achieving the Council's objectives and priorities, whether we can afford them, and (if not) how Members should decide what to fund.
- 4.2. SBC's main priorities and objectives – and proposed activities to achieve them – are set out in the Local Area Agreement and the Council's Priorities.

We have set out (in Annex 5) a schedule which pulls together the Council's priorities and LAA, and shows the relationship between them. The LAA headings are also set out in this schedule.

- 3.3 As noted previously, it is accepted that Statutory Plans and Government Targets will undoubtedly have an influence on the main priorities and objectives of the Council. However, as a new administration, the Labour Group are clear they have been elected to deliver on their manifesto commitments and, in the current restricted financial climate, Members will inevitably be required to make hard decisions concerning priorities for investment. All proposals to PPRG for resources for investment should clearly show how they deliver the specific activities that are reflected in the Council's priorities or LAA, in the first instance. Supplementary information can be provided, regarding proposals that result from the implementation of Statutory Plans or Government Targets, on the relevant Growth form.
- 3.4 Proposals to PPRG should also take account of benchmarking and performance data. A separate officer level group, the Option Appraisal Group, is being established to take this work forward and further, detailed guidance will be produced shortly. We would expect PPRG to be particularly interested where: unit costs are upper quartile, performance is lower quartile, or there is a combination above-median cost with below-median performance. Where there is agreement that action needs to be taken as a result of the benchmarking, it will be added to the list of planned option appraisals

5. BASELINE

- 5.1. The financial baseline provides a context for setting priorities and making decisions. SBC can expect a tough financial position over the coming three years; savings will have to be found to balance the budget and to find resources to reinvest in the council's priorities.
- 5.2. In the 2008/09 financial year there is severe pressure on some service budgets, with a predicted £2.5m overspend; we must bring the budget in with a balanced bottom line. The impact is not only on this financial year but also into future years.
- 5.3. The budget agreed by council in February is set out in Annex 1; it is based on a 4.99% increase in council tax in each year – marginally below the capping limit set by Government.
- 5.4. Taking all anticipated further pressures together, we estimate that the budget gap for 2009/10 will be:

2008/09 over spend on going	£2.5m
Additional Inflation Requirements	£0.5m
Harmonisation & CCS pressure	£1m
Assumed investment in priorities	<u>£2.0m</u>
Total New Pressures (Worst case scenario)	£6m

- 5.5. This budget gap will have to be met from savings or reductions in planned growth. In line with Government's expectation and the associated efficiency Performance Indicator, every directorate will have an indicative annual 3.1% savings target to aim to achieve based on net budget. The overall indicative savings targets for 2009/10 to 2011/12 are shown at Annex 2. In 2009/10, the budget gap, cumulatively, represents approximately 6% of the overall revenue budget, which the Council will need to achieve on the bottom line. However, given the Council priorities, it is unlikely that Councillors will wish for the savings targets to be distributed evenly across all Council departments. Therefore, directorates are expected to submit savings proposals reflecting 4%, 6% and 8% of their base budget 2008 (*inclusive of efficiency savings but exclusive of forthcoming savings agreed in 2008/09*), so members can take informed decisions across the Council as a whole.
- 5.6. Given the pressure on resources at this stage in the budget process, and the fact that a new Council leadership is now in place (who did not agree the previous budget), all growth that was previously agreed for the 3-year business plan (2009/10 and 2010/11) will be reconsidered. It is recognised that some of this growth may still be required - where this occurs it will need re-presenting as part each directorate's overall submission to PPRG. Depending on recommendations made at PPRG, there is the potential to take out growth in the business plan of £1.28m in 2009/10 and £1.17m in 2010/11 (see Annexes 3 and 4).
- 5.7. However, all existing savings, agreed at the 2008/09 budget, for 2009/10 and 2010/11 are deemed to still be required unless the Leadership decides otherwise.
- 5.8. Rising inflation is a major issue and we need to measure how it is affecting the council and whether our 3-year financial plan is still sustainable. A corporate report on inflation will be made available to PPRG in early October.
- 5.9. Government has announced 3-year individual Formula Grant, Dedicated Schools Grant and various other specific grant allocations for all local authorities between 2008/09 to 2010/11. We do not expect the Government will make any changes to these published allocations in the future. For Formula Grant in the following year (2011/12) we have assumed that SBC will remain at the funding floor and that this will represent a 1% increase in funding. This assumption will be reviewed and revised, where necessary, as further information is made available by Government.

- 5.10. Government is assuming that local authorities will use their Area Based Grants (ABG) flexibly and in line with local area priorities. Further, the Audit Commission will be assessing the level of this flexibility in the Comprehensive Area Assessments, which start in 2009. Corporate Finance has undertaken a provisional assessment of the individual components of the current ABG. As a result of this assessment, we recommend that further investigation is undertaken regarding the following grants, with a view to using them to support priorities that have been agreed in the Local Area Agreement.
- **Extended Schools Start-up costs** £0.476m in 2009/10 and £0.196m in 2010/11 – Potentially high flexibility. Providing there have been no commitments in 2009/10 and beyond, this could be considered as part of an overall bidding pot.
 - **Positive Activities for Young People** £0.654m in 2009/10 and £0.849m in 2010/11- Potential for part of the increase in grant to be opened up for wider use (grant in 2008/09 was £0.381m).
- 5.11. Corporate Finance also believe there may be potential flexibility in the way the following grants are used:
- Supporting People (from 09/10 onwards)
 - Cohesion
 - Local Involvement Networks
 - Connexions
 - Sustainable Travel General Duty
 - Care Matters White Paper
 - Carers
 - School Development Grant
 - Youth Taskforce
- 5.12. We recognise that the elements of ABG affecting the Education and Children's Services directorate are, essentially, at the discretion of the Schools' Forum and/or relate to statutory functions. However, we believe there is value in investigating all possible avenues of income maximisation even if this exercise results in a dead-end. Accordingly, Corporate Finance will be undertaking further investigation of all the ABG elements noted above, with a view to informing a future CMT discussion before the PPRG meetings commence in October 2008.
- 5.13. The remaining components of the ABG, not highlighted above, will be placed into the Council's base budget as a corporate contingency. Any expenditure incurred by directorates against these specific grant amounts will be scrutinised, before the contingency is released, in line with other relevant council expenditure.
- 5.14. Corporate Finance hope to be able to report on whether an additional tranche of LABGI funding is available to the council, before the first PPRG meeting in early October.

- 5.15. The currently approved capital schemes and schemes on the capital reserve list are provided at Annex 7.

Option Appraisals

- 5.16. SBC uses option appraisals to support decision-making on growth and savings. The role of option appraisals is to give Members more control and choice, through a transparent process, enabling them to consider finance issues alongside performance and policy objectives resulting in informed decisions being made.

- 5.17. The Council is currently establishing an Option Appraisal Group to oversee this process and inform the revenue budget process.

- 5.18. A schedule of ongoing option appraisals, from the 2008/09 budget process, is attached at Annex 6. In addition – based on discussions with the Labour Group – we are expecting the following option appraisals to also be undertaken, in time to inform decisions regarding the 2009/10 revenue budget:

- Fees and charges. This will be a corporate-led appraisal.
- Inflation and assumptions the council will make regarding staff-increments. Again this will be a corporate-led appraisal. It will consider the full cost of fully-funding inflation for all services. It will compare this to the financial implications of providing no funding for inflation and funding inflation at the currently-budgeted level.
- CCTV. Creating a shared service for CCTV, real-time public information and community safety.
- Improving open spaces (including achieving Green Flag Status for Salt Hill Park); cleaning up playgrounds and improving access; enforcing littering bye-laws; invest in Street Pride programme.
- Improving links between local businesses and schools and youth clubs in Slough in order to help young people acquire skills.
- Reconfigure youth services to focus on skills/ aspiration as well as leisure.
- Consider possibility of discounted youth bus-pass, or other alternatives.
- Improving access to community assets in Slough and expanding community groups and locally-based activities.
- Establish local skills centre and work with employers in Slough to increase investment in training and adult learning. Help people in Slough to access jobs.
- Promote independent living and promotion of lifestyle interventions.
- Commissioner / Provider of services (CW&B)
- Community Facilities review.
- Cultural Offer

- 5.19. As noted, in para 3.4 above, where there is agreement that action needs to be taken as a result of the benchmarking, it will be added to the list of

planned option appraisals. Further, once the Strategic Planning Framework has been launched it is expected that a list of service reviews will be required; many of these reviews will be supported by an option appraisal process.

5.20. For the first PPRG meeting in early October we are expecting summary option appraisals. The form for this is at Appendix B4. To complete this form, the service managers will need to have thought through and documented:

- why the appraisal is necessary;
- the scope of the appraisal;
- the objectives of the service being appraised; and
- potential options for delivering the objectives
- high-level financial information should also be provided at this stage.

5.21. It is expected that some option appraisals will be complete by early October 2008 and, in this case, final appraisals will be expected to be submitted to PPRG for consideration. The final appraisal form can be found at Appendix B4.

5.22. Training and support, for this process, is available from corporate finance. Training can be tailored to individual service or departmental requirements. We can also facilitate the development of option appraisals and full guidance is available on request.

Discretionary sources of funding

5.23. Additional funding may be available to invest in priorities on a discretionary basis. Potential sources are:

- Area Based Grants. This has been considered above.
- PSA Reward Grant. There is potentially £1.3m capital funding and £0.840m revenue funding available over the next 2 years.
- LABGI. Depending on the outcome of the second court case there is a potentially a further £1m available for one off initiatives.
- 3rd party funding including use of S106 money
- BID and supplementary business rates

5.24. If realised, these resources will be used to fund investment priorities. Specific proposals will come through the option appraisal process or growth bids (see below). We are not envisaging a separate bidding round for these grant streams.

Growth

5.25. PPRG will only consider growth bids that are:

- Directly linked to Council priorities or LAA priorities and outcomes
- Based on an option appraisal

- Essential to maintain business continuity or the result of new legislative burdens placed on the council
- 5.26. Growth bids for strategic investment (i.e. direct delivery of LAA priorities and outcomes or Council priorities) should be submitted using the form at Appendix B1. Growth bids for business continuity should be submitted on the form at Appendix B2.

Savings

- 5.27. In order to balance the budget and to generate resources to reinvestment, every directorate has a savings target. Savings could be achieved in the following ways:
- Efficiency savings
 - Service reduction
 - Increase in planned savings (i.e. over and above that already agreed in the 3-year business plan)
 - Increased income
- 5.28. It is also expected that there will be further savings arising out of the option appraisal process and that these savings will be fed into the budget process later in the year.
- 5.29. We have circulated separately, to CMT, a ranked list of services where the Leadership believes savings/efficiencies could be achieved.

6. DECIDING ON THE WAY FORWARD

- 6.1. The timetable for the budget setting process will be as follows:

Summer- October	Development of proposals in departments
Early October	<u>PPRG Session 1 Commissioners' Away-Day(s)</u> <ul style="list-style-type: none"> • To agree specific detailed proposals • To agree further actions required to balance budget <p>Supporting information:</p> <ul style="list-style-type: none"> • Individual proposals, including option appraisals • Latest financial projections
Autumn 2008	<u>Budget Consultation</u> with the wider community will be on the recommended options to Cabinet. Focus Groups and wider survey will be used to engage with residents and businesses.
December 2008	Provisional Local Government Finance Settlement 2009/10
December/January 2008	<u>PPRG Session 2</u> <ul style="list-style-type: none"> • To review further work by directorates • To agree a final budget for 2009/10 and associated council tax level.

	Supporting information: <ul style="list-style-type: none"> • Individual proposals, including option appraisals • Latest financial projections
January 2009	Final Local Government Finance Settlement 2009/10
January 2009	Administration's budget proposals to Scrutiny Committee
February 2009	Full Council agrees Revenue and Capital Budgets 2009/10

6.2. We are also setting up (or revitalising) a number of groups that will be capable of dealing with the detail of the budget setting process in between the PPRG meetings. These will be:

- LAA delivery workshops
- Strategic Finance and Performance Group
- Strategic Planning Group - aligned to the Berkshire Improvement Programme)
- Asset Management Group
- Option Appraisals Group – including Benchmarking and VFM

Annex 1
Funding Position 2008/09 to 2010/11

<u>SLOUGH BOROUGH COUNCIL</u>			
	2008/09 £000	2009/10 £000	2010/11 £000
Previous Year's Base Budget	92,457	98,336	101,641
Transfers in/out Formula Grant Baseline	2,259	(45)	(17)
Growth	4,886	1,280	1,171
Savings	(4,671)	(740)	(621)
NET GROWTH / (SAVINGS)	215	540	550
Adjusted Budget	94,931	98,831	102,174
Total Inflation	2,810	2,810	2,810
TOTAL BUDGET REQUIREMENT	97,741	101,641	104,984
2007/08 Base Budget funded by balances	595	0	0
REVENUE BUDGET	98,336	101,641	104,984
FUNDING			
(i) Non-schools	55,018	55,935	56,756
Council Tax	43,318	45,706	48,228
	98,336	101,641	104,984
Council Taxbase (0.5% increase per annum)	40,274.4	40,475.8	40,678.2
Band D Council Tax equivalent	1,075.57	1,129.22	1,185.60
(i) Council Tax increase	4.99%	4.99%	4.99%
Note:	2008/09	2009/10	2010/11
	£000	£000	£000
Schools Funding	89,274	94,573	100,571
Estimated Dedicated Schools Grant	(89,274)	(94,573)	(100,571)

Annex 2

Savings Target - 2009/10 – 2011/12

	2008/09 Base Budget £'000	2009/10			
		3.1% Efficiencies Required £'000	Further Savings 4% £'000	Further Savings 6% £'000	Further Savings 8% £'000
Education & Children's Services	26,161	811	235	759	1,282
Community & Wellbeing	32,364	1,003	291	939	1,586
Green & Built Environment	24,855	771	224	721	1,218
Total Central Directorates	19,327	599	174	560	947
TOTAL Service Directorates	102,707	3,184	924	2,979	5,033

	2009/10 Base Budget £'000	2010/11
		3.1% Efficiencies Required £'000
Education & Children's Services	27,305	846
Community & Wellbeing	36,741	1,139
Green & Built Environment	24,905	772
Total Central Directorates	18,650	578
TOTAL Service Directorates	107,601	3,336

	2009/10 Base Budget £'000	2011/12
		3.1% Efficiencies Required £'000
Education & Children's Services	27,220	844
Community & Wellbeing	36,898	1,144
Green & Built Environment	25,694	797
Total Central Directorates	18,209	564
TOTAL Service Directorates	108,021	3,349

Figures may not add up due to rounding

Annex 3

Agreed Growth 2008/09 to 2010/11

	Latest Position		
	2008/09 £000's	2009/10 £000's	2010/11 £000's
CENTRAL			
Landmark Place- Rent	234	0	0
Equalities Standard Validation Fee	15	(15)	0
Licence Fee Increases	70	18	19
Electoral/Registration Services - New Legislation	45	0	0
Treasury Management (linked to savings item "Treasury Management Interest on Investments")	22	482	524
E- Law Library	18	5	0
Additional Litigation Solicitor	50	0	0
IS/IT –Desktop, Server Support, Network & Telephony Support	209	0	0
CSC/CT/HB	420	0	0
Shared Services	250	(500)	(500)
Total Growth	1,333	(10)	43
C&CS			
Community Care - Demographic Shift	99	0	0
Learning Disability Placements	184	251	184
Mental Health Placements	120	50	50
Demographic Changes	0	100	100
Total Growth	403	401	334
GBE			
Waste & Recycling Contract	22	22	0
Art @ the Centre Regeneration	10	0	0
CCTV Loss of income	85	0	0
Landfill tax Escalator	325	80	80

GBE (Cont.)

Highways Maintenance - Revenue contribution (Linked to savings item "Reduction in Highways Maintenance")	200	0	0
Alley gating	45	0	0
Civic Pride	174	0	0
Greener Slough	133	(25)	(10)
Public Rights of Way	45	0	0
DIP/DAAT Funding	50	0	0
Planning Enforcement	30	0	0
Greener Slough	9	65	(10)
Income Recovery	15	15	(30)
Community Safety Officer/Neighbourhood Enforcement	138	40	0
Waste & Recycling Improvement	296	30	765
Waste & Recycling Improvement - Staff	37	0	0
Waste Enforcement Officers	44	40	0
Total Growth	1,658	267	795

E&CS

Education PFI – Affordability	88	0	0
YOT - Accommodation Costs	40	40	0
Direct Payments	45	45	0
LAC & Leaving Care UAS	50	50	0
Looked After Children	150	150	0
Youth Service – Positive Actions	69	34	0
Youth Service Increase in Opening Hours	125	0	0
Home to School Transport	125	58	0
Youth Service Increase in Opening hours	154	215	0
Youth Service Creative Apprenticeship	0	30	0
Contact Point Data Administrator (Linked to Savings Item "Contact Point Grant")	40	0	0
Child Care Joint Legal Team Costs	140	0	0
Total Growth	1,026	622	0
	4,886	1,280	1,172

Annex 4

Agreed Savings 2008/09 to 2010/11

	Latest Position		
	2008/09 £000's	2009/10 £000's	2010/11 £000's
CENTRAL			
Housekeeping Exercise	(23)	0	0
Procurement Savings	0	(80)	0
Elections - Fallow Year	0	(40)	40
Mayor Making Ceremony	(10)	0	0
Split E-Govt role between IS&T and CSC	(60)	0	0
Savings on Procurement Contracts	(350)	(20)	(100)
Treasury Management Interest on Investments	(1,042)	(100)	0
Review of Current Insurance Budgets	(30)	0	0
Business Improvement District (BID)/SBR	0	0	(500)
Fundamental Review of Central Directorates & Finance Function	(350)	(200)	0
Superannuation	(300)	0	0
Total Savings	(2,165)	(440)	(560)
C&CS			
Social Care IT Project	(104)	(99)	0
Re-Tender Ragstone Road Contract	(100)	0	0
Tender Comfort Care Contract	(100)	0	0
Surecare - Spots to Blocks	(82)	0	0
Creative Delivery - Additional Income (Arts Development)	(15)	15	0
Restructure of Commissioning Team	(50)	0	0
Creative Delivery - Additional Income (Parks Development)	(5)	5	0
Staffing Reviews - Delete Agency Budgets	(118)	0	0
Staffing Reviews - Delete 3 Social Workers Posts	(89)	0	0
Staffing Reviews - Delete Provider Services Posts	(57)	0	0
Increased income from RNCC Budget	(75)	0	0
Cultural Services - Vol Sec. & Partnership Unit	(80)	0	0
Total savings	(875)	(79)	0

	Latest Position		
	2008/09 £000's	2009/10 £000's	2010/11 £000's
GBE			
LDF Core Strategy Hearings	(60)	0	0
Reduction in Highway Maintenance	(25)	0	0
Increased NRSWA fees	(25)	0	0
Street Lighting Energy Costs - New Contract	(40)	0	0
Other Support & Housekeeping Savings	(31)	0	0
Major Contracts Review	0	(50)	0
Public Protection - Delete posts	0	(50)	0
Planning - delete post	0	(25)	0
Additional Income across dept.	0	(30)	0
Travel Plan	0	(30)	0
Vehicle Crossings	(10)	0	0
Crematorium (Fees & Capital)	(117)	0	0
Parking Enforcement - reduce no. of PA's	(40)	0	0
Housing	(30)	0	0
Trade Waste Income - Indexation Increase	(15)	0	0
National Checking Service	(10)	0	0
Total savings	(403)	(185)	0

	Latest Position		
	2008/09 £000's	2009/10 £000's	2010/11 £000's
E&CS			
Spend to Save Strategy – Increase Fostering Allowances	(300)	0	0
Keener contract negotiations & improved contract management	(50)	0	0
Housekeeping & Budget Cleansing Efficiencies	(75)	0	0
Utilisation of grant Funding Streams	(73)	0	0
Effective management of staff turnover	(58)	0	0
Spend to Save Strategy – Looked After Children	(251)	0	0
Trainee Social Workers	(40)	0	0
Children & Families 2% Efficiency	(200)	0	0
Inclusion 2% Efficiency	(61)	(61)	(61)
Raising Achievement 2% Efficiency	(28)	0	0
Integrated Disabled Children's Team	(47)	0	0
School Bursar Service	(20)	0	0
Contact Point Grant	(25)	25	0
	(1,228)	(36)	(61)
TOTAL SAVINGS PROPOSALS	(4,671)	(740)	(621)

Annex 5 LAA Priorities & Outcomes and Labour Group Priorities

Priority Area	Labour Group Priorities	LAA Priorities	LAA Actions	National Indicator
		Overarching long term vision: to secure a cohesive community, where people from different backgrounds get on well together	1. Celebrate diversity by promoting positive relations between different racial groups	
		Overarching long term vision: to secure a cohesive community, where people from different backgrounds get on well together	2. Strengthening communities to resist all forms of extremism	
		Overarching long term vision: to secure a cohesive community, where people from different backgrounds get on well together	3. Improving relations among established a new communities and strengthening existing populations and cultures	
		Safer Communities - Being safe, feeling safe	13. Reducing crime and fires	
Safer Neighbourhoods - Action on Crime	1. Provide a dedicated community warden to patrol the streets in every neighbourhood in Slough – and you'll know their face and phone number			NI 17 (38, 16, 20,49) Perceptions of anti-social behaviour (partly: Serious acquisitive crime rate; Assault with injury crime rate; Drug-related (Class A) offending rate; Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks)
Safer Neighbourhoods - Action on Crime	2. Take action to enforce local bye-laws and to tackle offences like littering, dog-fouling, verge-parking, and anti-social behaviour on our streets	Safer Communities - Being safe, feeling safe	14. Reduction in local concerns about anti-social behaviour including that associated with drugs and alcohol	NI 17 (38, 16, 20,49) See above)

Safer Neighbourhoods - Action on Crime	3. Reclaim our streets, taking a tough line against gangs & loutish behaviour and installing lighting & locked gates to dark, unsafe footpaths & alleyways	Safer Communities - Being safe, feeling safe	15. Tackle the root causes of crime and antisocial behaviour, drugs and alcohol misuse	NI 17 (38, 16, 20,49) See above)
Safer Neighbourhoods - Action on Crime	4. Expand CCTV coverage to include neighbourhood centres in our estates and residential areas as well as local crime 'hot-spots'			
Safer Neighbourhoods - Action on Crime	5. Ensure enforcement is carried out fairly across the town – the Council should tackle serious breaches of its rules, not just focus on 'easy pickings'			NI 140 - Fair Treatment by Local Services
Safer Neighbourhoods - Action on Crime	6. Fund a 'rapid-response' team for environmental crimes, vandalism & graffiti			NI 7 - Environment for a Thriving Third Sector
Putting the pride back in Slough's streets	7. Invest in a major 'street-pride' programme to repair street-furniture and lamp-posts, replace damaged signs & de-clutter the streetscape of our town	Environment - A place to live, work and play	9. Improved satisfaction with the local area and improved street and environmental cleanliness	NI 17 - Perceptions of Anti-Social Behaviour
Putting the pride back in Slough's streets	8. Take tough action on fly-tipping and graffiti, and invest in extra barrow-men to keep local streets clean			NI 17 - Perceptions of Anti-Social Behaviour
Putting the pride back in Slough's streets	9. Install more litter & dog bins to the parks & play areas in our neighbourhoods			NI 17 - Perceptions of Anti-Social Behaviour
Putting the pride back in Slough's streets	10. Re-instate cuts to the repairs budget for roads & pavements; filling pot-holes, repairing pavements, replacing kerbs & resurfacing streets			
Putting the pride back in Slough's streets	11. Make bus journeys easier – investing in Council-funded services and bringing in real-time bus information displays			NI 177 - Local bus passenger journeys originating in the authority area
Putting the pride back in Slough's streets	12. Find resident-friendly solutions to local parking problems - with extra bays and capacity where required, and with improvements to on-street parking			
Putting the pride back in Slough's streets	13. Mount a concerted campaign to free local neighbourhoods of rats & pests			
		Environment - A place to live, work and play	10. Increase waste diverted from landfill and increase energy recovery from residual waste and increase recycling rates	

		Environment - A place to live, work and play	11. Lead the effort to avoid dangerous climate change	
		Environment - A place to live, work and play	12. Increase accessibility to employment	
A greener Slough, with smarter spaces	14. Clean up, not close down local playgrounds – we believe every Slough child deserves somewhere decent to play within 10 minutes walk of their home			NI 110, 117 (Young people's participation in positive activities; 16 to 18 year olds who are not in education, training or employment (NEET))
A greener Slough, with smarter spaces	15. Invest the £1.2 million needed to clear neglect from Slough's open spaces: working to achieve Green Flag status for Salt Hill, Slough's premier local park			
A greener Slough, with smarter spaces	16. Plant trees and landscape local public space to smarten-up our town			
A greener Slough, with smarter spaces	17. Reform local planning policies to make development more environmentally friendly – and ensure the Council conserves energy in its buildings & facilities			NI 186 (Per capita CO2 emissions in the LA area)
A greener Slough, with smarter spaces	18. Improve recycling services – rolling out a green-waste bin to every house-hold that wants one, bringing in new recycling containers, more bring-banks and a better service.			NI 192 (Household waste recycled and composted)
A greener Slough, with smarter spaces	19. Seek to add new materials to the collection as we can, and we guarantee we WILL NOT introduce fortnightly collections for household waste.			NI 192 (Household waste recycled and composted)
		Health and Wellbeing - Adding years to life and life to years	4. Promotion of independent living	
		Health and Wellbeing - Adding years to life and life to years	5. Promotion of a range of lifestyle interventions targeted at conditions and behaviours that improve (objective and subjective) health, add life to years and reduce years of life lost, increased levels of breastfeeding to reduce levels of obesity, heart disease, cancers and chest conditions.	
		Health and Wellbeing - Adding years to life and life to years	6. Reduce the number of drug users	
		Health and Wellbeing - Adding years to life and life to years	7. Improve the provision of affordable homes	

		Health and Wellbeing - Adding years to life and life to years	8. Improve the quality of social and private sector housing	
Better services for the young & the old	20. Restore a free service for elderly people to have their items of heavy rubbish collected			
Better services for the young & the old	21. Stop cuts to the library book fund; extend library opening hours and the range of Council services that can be accessed in our libraries			NI 175, 110 (Access to services and facilities by public transport, walking and cycling; Young people's participation in positive activities)
Better services for the young & the old	22. Launch a new discounted youth bus pass – to support our young people			NI 175, 110 (Access to services and facilities by public transport, walking and cycling; Young people's participation in positive activities)
Better services for the young & the old	23. Reconfigure the Youth Service so that, as well as providing leisure services, it addresses under-achievement, helping our youngsters aspire to succeed			
Better services for the young & the old	24. Twin every Secondary School & Youth Club in Slough with a local business – to help young people acquire the skills they need to access employment			
Better services for the young & the old	25. Ensure out-of-hours access for the community to Council-owned facilities to expand community groups & locally-based activities.			
Better services for the young & the old	26. Help elderly people living alone to have garden trees pruned and hard-to-reach branches cut down			
		Economy and Skills - Prosperity for all	16. Increase in people gaining qualifications level 1 to 5	
		Economy and Skills - Prosperity for all	17. Increase engagement and outcomes for people who are economically inactive and improved employment rates	
		Economy and Skills - Prosperity for all	18. Increase support for pre-start and start-up businesses	
		Statutory Education and Early Years	19. Achievement of pupils at schools in Slough	
		Statutory Education and Early Years	20. Achievement in early years	

A strong economy, good leisure, action on skills	27. Build better partnerships with the business community to help regenerate the High Street, shopping areas, run-down neighbourhoods & local centres				NI 171 - VAT registration rate
A strong economy, good leisure, action on skills	28. Establish a local skills centre, and work with Slough employers to increase investment in training and adult-learning: helping Slough people access jobs				
A strong economy, good leisure, action on skills	29. Use the opportunity of the 2012 Olympics to help promote volunteering, and be a trigger to providing state-of-the-art sports and leisure facilities				NI 110, 8, 56, 57 (Young people's participation in positive activities; Adult participation in sport; Obesity among primary school age children in Year 6; Children and young people's participation in high-quality PE and sport)
A strong economy, good leisure, action on skills	30. Work with Slough Town Football Club to ensure they get a ground in Slough				
A strong economy, good leisure, action on skills	31. Manage the Council better, filling Council vacancies with permanent well-trained staff, not expensive temps – so customers get a better service				
A strong economy, good leisure, action on skills	32. Ensure local parades in the Council's control have a diverse range of shops that residents want to use – with rents set at levels that help shops survive				NI 171 - VAT registration rate
A strong economy, good leisure, action on skills	33. Spruce up gateway routes into Slough – to make residents & businesses proud				NI 17 - Perceptions of anti-social behaviour
A competent Council, that works on your side	34. Stop the waste of your money and restore sound management to the Borough's finances				
A competent Council, that works on your side	35. Bring back direction, vision, coherence and civic leadership to YOUR Council				
A competent Council, that works on your side	36. Act in the best interests of local residents; not just to promote Councillors' 'pet projects' or crackpot schemes				
A competent Council, that works on your side	37. Support the honest resident – backing up those who pay their rent and Council tax promptly, who abide by the rules and don't cause problems				
A competent Council, that works on your side	38. Move resources to fund residents' priorities				
A competent Council, that works on your side	39. Keep the promises we make to residents				

Annex 6 Option Appraisals

<u>Title</u>	<u>Existing / New</u>	<u>Directorate</u>
Reducing Dependence on Out of Authority Placements	Complete	ECS
Improving links between local businesses and schools	New	ECS
Reconfiguration of Youth Services	Existing	ECS
Consider discounted youth bus pass or alternatives	New	ECS
Review Older Peoples Day Care Services	Existing	CWB
Community Building Review (Hay MILL & TVCC) etc	Existing	CWB
Voluntary Sector (further definition required)	New	CWB
Re provide All Internal Day Services for Learning Disabilities & Physically Disabled Clients	New	CWB
Supported Employment (including Wexham Nursery and Speedwell)	Existing	GBE/ CWB
Strategy for Fees Paid to Providers	New	CWB
Meals on Wheels	New	CWB
Refuse & Recycling	Complete	GBE
Neighbourhood Enforcement/ Community Safety	Complete	GBE
DPE & Parking	Complete	GBE
Highways Maintenance	Complete	GBE
Street Lighting Maintenance	Complete	GBE
Pedestrian Crossings	Complete	GBE
Stoke Poges Lane Footbridge	Complete	GBE
CCTV / Community Safety & Traffic Management	New	GBE
Crematorium	Complete	GBE
Improving Open Spaces – green flag status	New	GBE/CWB
Fundamental Review	Existing	Central
Shared Services	Existing	Central
BID	Existing	Central
Office Accommodation including IT / telephones etc	Existing	Central
Workforce Skills-Mix	Existing	Central
Review Fees & Charges	Existing	Central
Inflation and increment funding	New	Central
Events	New	Central
Customer Services Centre	Existing	Central

Annex 7 : Capital: Approved Schemes and Reserve List 2008/09 to 2010/11

Approved Schemes

GENERAL FUND CAPITAL PROGRAMME											
Line	CAPITAL SCHEME	Source of Funding	2008/2009 March 2008 Estimate	2008/2009 July 2008 Estimate	2009/2010 March 2008 Estimate	2009/2010 July 2008 Estimate	2010/2011 March 2008 Estimate	2010/2011 July 2008 Estimate	2011/2012 March 2008 Estimate	2011/2012 July 2008 Estimate	2012/2013 March 2008 Estimate
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Community and Wellbeing										
1	Boiler/Electrical Replacement - Community Facilities	M	0	20	0	0	0	0	0	0	0
2	Care Home Reprovision - Associated Roadworks	M	0	79	0	0	0	0	0	0	0
3	Childrens Play Area - Redesign & Upgrade	M	0	60	0	0	0	0	0	0	0
4	Cippenham Library Extension	G	0	621	0	49	0	0	0	0	0
5	Community Care / Day Care Project	M	584	459	0	0	0	0	0	0	0
6	Cornerhouse Works (Sensory Needs Team)	M	24	24	0	0	0	0	0	0	0
7	DDA/SEND Act Compliance Works (2005/2006)	G	11	11	0	0	0	0	0	0	0
8	Haymill Community Centre Re-provision	M	100	100	3,000	3,000	3,400	3,400	0	0	0
9	Health & Safety Works	M		28		0		0	0	0	0
10	Heritage Lottery Parks Bid (Herschel Park)	G / M	1,500	546	0	954	0	0	0	0	0
11	Home Care e-rostering System	M	60	60	0	0	0	0	0	0	0
12	Home Care e-timesheet System	M	60	60	0	0	0	0	0	0	0
13	Kidderminster Park/Mercian Way Changing Rooms	G	0	12		0		0	0	0	0
14	Lascelles Pavilion Refurbishment	G	97	97	0	0	0	0	0	0	0
15	Leisure Services Programme	M	100	100	100	100	0	0	0	0	0
16	Longcroft Care Home - Install LST. Radiators	M	0	7	0	0	0	0	0	0	0
17	Montem Sports Centre - CCTV.	M	0	6	0	0	0	0	0	0	0
18	Playground Upgrade / Improvements	M	30	90	0	0	0	0	0	0	0
19	Refurbish & Upgrade Community Facilities	M	0	3	0	0	0	0	0	0	0
20	Refurbishment Costs - Langlely Library	M	0	54	0	0	0	0	0	0	0
21	Replace / Upgrade Library Computer System	M	0	10	0	10	0	10	0	0	0
22	Social Care IT System (Replacement System for CRIS)	M	0	26	0	0	0	0	0	0	0
23	Speedwell Relocation Project (Wexham Nursery Site)	M	0	9	0	0	0	0	0	0	0
24	Voluntary Sector Accommodation	M	0	0	1,500	1,500	0	0	0	0	0
25	Weekes Drive Community Centre Modifications	M	0	29	0	0	0	0	0	0	0
26	West Wing Arts Centre - Car Park Resurface	M	0	15	0	0	0	0	0	0	0
27	Total Community and Wellbeing		2,566	2,526	4,600	5,613	3,400	3,410	0	0	0

Line	CAPITAL SCHEME	Source of Funding	2008/2009	2008/2009	2009/2010	2009/2010	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013
			March 2008	July 2008	March 2008	July 2008	March 2008	July 2008	March 2008	July 2008	March 2008
			Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Education and Children's Services										
28	Amalgamation/School Reorganisation - Lea School	M	2,287	1,584	63	775	0	0	0	0	0
29	Baylis Court - Building Services (heating) Phase 1	G / M	0	15	0	0	0	0	0	0	0
30	Baylis Court - Building Services (heating) Phase 2	G / M	350	100	0	299	0	0	0	0	0
31	Baylis Court - Provision of science lab/art room/suitability	G / M	375	0	0	375	0	0	0	0	0
32	Baylis Court - Sports Hall to replace gymnasium Phase 1	G / M	670	0	0	688	0	0	0	0	0
33	Beechwood/Arbour Vale - Fibre optic installation diversion	G / M	0	20	0	0	0	0	0	0	0
34	Castleview Primary - Library improvements	G / M	2	2	0	0	0	0	0	0	0
35	Castleview Primary - SEN Improvements Phase 1	G / M	2	2	0	0	0	0	0	0	0
36	Chalvey Y & C. Outdoor Games Area	M	80	40	0	40	0	0	0	0	0
37	Cippenham Junior - External hardplay/drainage repairs	G / M	6	41	0	0	0	0	0	0	0
38	Cippenham Junior - Window replacement	G / M	100	91	0	5	0	0	0	0	0
39	Cippenham Nursery Graduated Childrens Centre	G	203	117	0	0	0	0	0	0	0
40	Colnbrook Graduated Childrens Centre	G	355	20	0	355	0	0	0	0	0
41	DDA/SENDA Access works	G / M	300	247	0	150	0	0	0	0	0
42	Education Capital - Improvements to Schools Portfolio	M	410	307	0	300	0	0	0	0	0
43	Godolphin Infant - Roof replacement	G / M	263	359	0	11	0	0	0	0	0
44	Godolphin Infant - Window replacement phase 2	G / M	84	84	0	0	0	0	0	0	0
45	Godolphin Junior Phase 1 (M&E)	G	56	56	0	0	0	0	0	0	0
46	Herschel Grammar - M&E services upgrade phase 2	G / M	0	18	0	0	0	0	0	0	0
47	James Elliman Graduated Childrens Centre (Farnham)	G	134	39	0	0	0	0	0	0	0
48	James Elliman - Roof Repairs	M	0	35	0	0	0	0	0	0	0
49	Khalsa Sikh Primary School (Funding Gap)	M	0	183	0	0	0	0	0	0	0
50	Littledown School - Toilets	M	2	14	0	0	0	0	0	0	0
51	Lynch Hill Primary - Replacement windows/remodelling	G / M	50	50	0	0	0	0	0	0	0

Line	CAPITAL SCHEME	Source of Funding	2008/2009	2008/2009	2009/2010	2009/2010	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013
			March 2008	July 2008	March 2008	July 2008	March 2008	July 2008	March 2008	July 2008	March 2008
			Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Education and Children's Services										
52	Lynch Hill School - External Surfaces	M	295	370	0	0	0	0	0	0	0
53	Marish Children's Centre	G	0	24	0	0	0	0	0	0	0
54	Marish Junior - Replacement windows	G / M	65	0	0	0	0	0	0	0	0
55	Our Lady of Peace Infant - Autistic Resource Unit	M	104	114	0	0	0	0	0	0	0
56	Outside Sports Renovation Orchard Y & C.	G / M	0	30	0	16	0	0	0	0	0
57	Parlaunt Park Primary - Roof works	G / M	200	26	0	200	0	0	0	0	0
58	PFI. Safe Routes to School	M	0	138	0	0	0	0	0	0	0
59	Priority 1 repairs at schools awaiting PFI replacement	G / M	0	25	0	0	0	0	0	0	0
59	Schools Devolved Capital (2007/08)	G	0	77	0	0	0	0	0	0	0
60	Schools Devolved Capital (2008/09)	G	0	2,118	0	0	0	0	0	0	0
60	Schools Kitchen upgrades - Godolphin Junior Ventilation	G / M	0	1	0	0	0	0	0	0	0
61	Schools Kitchen upgrades Programme	G / M	24	68	0	1	0	0	0	0	0
62	Site Controller Accommodation - refurbishment programme	G / M	0	30	0	0	0	0	0	0	0
63	Slough & Eton CE School (TCF)	G / M	3,785	2,651	0	117	0	0	0	0	0
64	Slough Grammar - Mechanical Services Upgrade	G / M	190	190	0	0	0	0	0	0	0
65	Slough Grammar - Window replacement phase 1	G / M	70	71	0	12	0	0	0	0	0
66	Slough Grammar - Window replacement phase 2	G / M	252	252	0	0	0	0	0	0	0
67	St Mary's Graduated Childrens Centre (Upton)	G	506	568	25	25	0	0	0	0	0
68	The Crown Relocation (Young Peoples Centre)	G / M	0	10	0	5	0	0	0	0	0
69	Voluntary Aided Schools LEA Liability	M	40	30	0	33	0	0	0	0	0
70	Westgate School - M&E services upgrade Phase 2	G / M	167	18	0	0	0	0	0	0	0
71	Westgate School - Replace gym windows and structure	G / M	160	230	0	10	0	0	0	0	0
72	Wexham Court Primary-Correct drains/upgrade external area	G / M	47	38	0	93	0	0	0	0	0
73	Wexham School for the Future (TCF)	G / M	2,908	6,301	3,556	0	0	0	0	0	0
74	Total Education and Children's Services		8,813	13,380	3,581	512	0	0	0	0	0

Line	CAPITAL SCHEME	Source of Funding	2008/2009	2008/2009	2009/2010	2009/2010	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013
			March 2008	July 2008	March 2008	July 2008	March 2008	July 2008	March 2008	July 2008	March 2008
			Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Green and Built Environment										
75	20 mph Speed Zones	M	300	281	0	0	0	0	0	0	0
76	A4 Bath Road / Huntercombe Toucan Crossing (S106)	G	67	67	0	0	0	0	0	0	0
77	Air Quality Award Grant	G	0	0	0	19	0	0	0	0	0
78	Air Quality Award Grant (2007/08)	G	0	0	0	32	0	0	0	0	0
79	Air Quality Management	M	0	17	0	0	0	0	0	0	0
80	Art at the Centre - Revitalising the High Street	G / M	3,160	4,032	400	400	0	0	0	0	0
81	Britwell & Northborough	M	1,000	1,240	1,000	1,000	0	0	0	0	0
82	CCTV (Retail)	G	0	48	0	0	0	0	0	0	0
83	Centre Nurseries Boiler Replacement	G	0	28	0	0	0	0	0	0	0
84	Chalvey Waste Transfer Station	M	35	35	0	0	0	0	0	0	0
85	Crematorium EPA	M	0	0	1,300	1,300	50	50	50	50	0
86	Gas Analysers - Slough Crematorium	M	0	0	40	40	0	0	0	0	0
87	Greener Travel	M	805	795	558	558	0	0	0	0	0
88	Highway Reconfiguration & Resurface	M	600	600	600	600	600	600	0	0	0
89	Highways/Land Drainage- Rehabilitation/Upgrading	M	237	100	0	91	0	0	0	0	0
90	Housing Imp. Grants: Disabled Facilities (Discretion)	M	50	61	0	0	0	0	0	0	0
91	Housing Imp. Grants: Disabled Facilities (Mandatory)	G / M	503	642	0	0	0	0	0	0	0
92	Housing Imp. Grants: Landlord (Private Rented)	G / M	558	454	586	586	0	0	0	0	0
93	Housing Imp. Grants: Minor Works	G / M	300	300	300	300	0	0	0	0	0
94	Housing Imp. Grants: Renovation (Owner Occupied)	G / M	300	175	300	425	0	0	0	0	0
95	Langley Neighbourhood Offices	G	0	10	0	0	0	0	0	0	0
96	Local Safety Scheme Programme	M	375	373	425	425	0	0	0	0	0
97	Parking Strategy	M	100	82	0	0	0	0	0	0	0

Line	CAPITAL SCHEME	Source of Funding	2008/2009	2008/2009	2009/2010	2009/2010	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013
			March 2008 Estimate	July 2008 Estimate	March 2008 Estimate	July 2008 Estimate	March 2008 Estimate	July 2008 Estimate	March 2008 Estimate	July 2008 Estimate	March 2008 Estimate
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Green and Built Environment										
98	Public Transport Cippenham Commitment (S106)	G	30	30	0	0	0	0	0	0	0
99	Replacement of Cremator Brickwork	M	11	11	14	14	0	0	0	0	0
100	Road Safety Programme / Safe Routes to School	M	33	26	0	0	0	0	0	0	0
101	Street Lighting Improvements Programme	M	500	500	500	500	0	0	0	0	0
102	Subway Closure Programme	M	375	375	200	200	0	0	0	0	0
103	Upton Court Park Changing Rooms-Fire Protection Works	M	0	10	0	0	0	0	0	0	0
104	Urban Traffic Control System Development	M	200	164	347	200	0	147	0	0	0
105	Waste & Recycling Containers	M	1,075	1,075	85	85	40	40	20	20	0
106	Total Green and Built Environment		2,224	2,191	1,146	999	40	187	20	20	0
	Green & Built Environment: Affordable Housing										
107	A2 Housing - Slough Garages Ph 3 (Swabey Rd)	G / M	0	65	0	65	0	0	0	0	0
108	A2 Housing - Slough Garages Phase 3 (Other)	G / M	0	420	0	420	0	0	0	0	0
109	Airways (A2 Housing) - William Hartley Yard	G / M	125	125	0	0	0	0	0	0	0
110	Land Acquisition Shackleton Road	G / M	0	40	0	0	0	0	0	0	0
111	New Housing Provision Unallocated (pending funding)	G / M	1,500	1,065	1,500	1,461	1,893	1,473	0	0	0
112	Paradigm - 1-7 High Street, Slough	G / M	0	0	297	331	0	0	0	0	0
113	Sovereign HA - Misc. family homes purchases	G / M	0	500	0	0	0	0	0	0	0
114	Thames Valley - Slough Garage Site Phase 2	G / M	266	0	0	20	0	0	0	0	0
115	Warden - Slough Garage Site Phase 1	G / M	332	332	0	0	0	0	0	0	0
116	Total Green & Built Environment: Affordable Housing		2,223	2,547	1,797	2,297	1,893	1,473	0	0	0

Line	CAPITAL SCHEME	Source of Funding	2008/2009	2008/2009	2009/2010	2009/2010	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013
			March 2008 Estimate	July 2008 Estimate	March 2008 Estimate	July 2008 Estimate	March 2008 Estimate	July 2008 Estimate	March 2008 Estimate	July 2008 Estimate	March 2008 Estimate
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	Resources										
117	Access Control System (T.Hall/W. House/Landmark)	M	122	120	0	0	0	0	0	0	0
118	Accommodation Strategy	M	2,130	3,770	2,925	2,925	0	0	0	0	0
119	Air Conditioning Units	M	0	5	0	0	0	0	0	0	0
120	Asbestos Removal Works	M	450	100	33	543	0	0	0	0	0
121	Business Objects / Discoverer	M	20	20	0	0	0	0	0	0	0
122	Computer Hardware & Operating Systems	M	250	250	0	72	0	0	0	0	0
123	Corporate Property Fund	M	974	959	0	0	0	0	0	0	0
124	Customer Service Centre	M	1,624	1,692	0	400	0	0	0	0	0
125	DDA Improvement Works	M	1,000	500	1,000	3,111	0	0	0	0	0
126	E-government Project (PSA) / Intranet Development	M	0	71	0	0	0	0	0	0	0
127	E-Purchasing	M	200	260	0	0	0	0	0	0	0
128	Heart of Slough Project	M	5,779	3,670	5,368	0	1,205	8,600	5,401	5,839	266
129	Oracles Financial Upgrade	M	0	2	0	0	0	0	0	0	0
130	Server Replacement and clustering	M	0	19	0	0	0	0	0	0	0
131	St Martins Place Fit Out Works	M	0	80	0	0	0	0	0	0	0
132	Town Hall Computer Room	M	24	51	0	0	0	0	0	0	0
133	Water Hygiene (Legionella Prevention)	M	165	100	13	75	0	0	0	0	0
134	Total Resources		12,738	11,669	9,339	7,126	1,205	8,600	5,401	5,839	266
135	TOTAL GENERAL FUND CAPITAL PROGRAMME		42,683	45,077	26,035	25,321	7,188	14,320	5,471	5,909	266

Reserve List

Line	CAPITAL SCHEME	Source of Funding	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	Total
			Bid	Bid	Bid	Bid	Bid	Bid
			£'000	£'000	£'000	£'000	£'000	£'000
	Community and Wellbeing							
1	Extract Ventilation System Central Library	M	20	0	0	0	0	20
2	Langley Leisure Centre / Pool	M	198	0	0	0	0	198
3	Security - Community Facilities	M	25	0	0	0	0	25
4	Total Community and Wellbeing		243	0	0	0	0	243
	Education and Children's Services							
5	Resource Comm & Performance - Modernisation (Supported Borrowing)	M	0	1,318	124	0	0	1,442
6	R. C. & Perform - Basic Need/School Access Initiative (Supported Borrow)	M	0	2,253	2,253	0	0	4,506
7	Resource Commissioning & Performance - Improve School Portfolio	M	0	250	250	0	0	500
8	Schools Modernisations & Other Capital (Supported borrowing)	M	3,571	0	0	0	0	3,571
9	Youth Service - Essential Maintenance	M	0	85	85	0	0	170
10	Youth Service - Extension to Orchard Y&C	M	0	54	0	0	0	54
11	Youth Service - Horsemoor Green Annexe Refurbishment	M	0	115	0	0	0	115
12	Total Education and Children's Services		3,571	4,075	2,712	0	0	10,358
	Green and Built Environment							
13	20mph Zones	M	0	400	400	400	0	1,200
14	Air Quality and Congestion Action Plan	M	500	550	600	600	0	2,250
15	Civic Pride	M	0	1,000	500	500	0	2,000
16	Composting & Recycling	M	795	30	0	0	0	825
17	Footpath Lighting	M	0	50	50	50	0	150
18	Greener Slough	M	185	24	0	0	0	209
19	Highway Energy Use Reduction	M	0	100	100	100	0	300
20	Highway and Land Drainage Improvements	M	0	100	100	100	0	300
21	Housing Imp. Grants: Disabled Facilities (Discretionary)	M	0	50	50	50	0	150

Line	CAPITAL SCHEME	Source of Funding	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	Total
			Bid	Bid	Bid	Bid	Bid	Bid
			£'000	£'000	£'000	£'000	£'000	£'000
	Green and Built Environment							
22	Housing Imp. Grants: Disabled Facilities (Mandatory)	M	0	236	236	236	0	708
23	Housing Imp. Grants: Landlord (Private Rented)	M	0	250	250	250	0	750
24	Housing Imp. Grants: Minor Works	M	0	200	200	200	0	600
25	Housing Imp. Grants: Renovation (Owner Occupied)	M	0	200	200	200	0	600
26	Parking Strategy	M	0	120	120	120	0	360
27	Parking Watch Project	M	120	120	120	120	0	480
28	Pedestrian Crossing Improvements BVPI 165	M	150	100	0	0	0	250
29	Real Time Passenger Information	M	500	1,100	600	0	0	2,200
30	Recycling & Waste Management Containers	M	321	61	0	0	0	382
31	Road and Pavement Resurfacing	M	0	200	200	200	0	600
32	Safer Routes to School/Road Safety Programme	M	345	355	395	395	0	1,490
33	Station Forecourt Enhancements	M	0	500	100	0	0	600
34	Stoke Poges Lane Footpath	M	0	0	0	0	0	0
35	Town Centre CCTV	M	0	74	0	0	0	74
36	Wexham Nursery Biomass Boiler	M	0	50	0	0	0	50
37	Total Green and Built Environment		1,436	3,566	2,421	1,721	0	9,144
	Resources							
38	Asbestos Rectification in Corporate Buildings	M	19	0	0	0	0	19
39	DDA Improvement Works	M	0	0	1,000	1,000	0	2,000
40	Health & Safety Works	M	200	100	0	0	0	300
41	Thinclient /PC / Laptop / PDA Replacement	M	0	250	250	250	0	750
42	UNIX Server Replacement	M	0	50	50	50	0	150
43	Total Resources		219	400	1,300	1,300	0	3,219
44	TOTAL OF BIDS AWAITING FUNDING		6,949	10,345	8,233	4,821	0	30,348

Summary Schedule Templates

Appendix A1 - Summary of Growth and Savings for 2009/10 to 2011/112

Appendix A2 - Summary of Existing Business Plan

Appendix A3 – Summary of Growth Proposals

Appendix A4 – Summary of Savings proposals

(Not Included)