

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Council **DATE:** 25<sup>th</sup> February 2016

**CONTACT OFFICER:** Joseph Holmes; Assistant Director Finance & Audit, section 151 officer  
**(For all enquiries)** (01753) 875358

**WARD(S):** All

### **PART I** **FOR DECISION**

#### **REVENUE BUDGET 2016/17**

##### **1 Purpose of Report**

To detail the overall Revenue Budget for 2016/17, and the decisions required for the Council to achieve a balanced budget for the year ahead.

The paper demonstrates the levels of Council Tax proposed at 3.75%, the Government grant assumptions and estimations required for the next financial year's budget.

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

To note the increase in Housing Rent Account rents and service charges (as detailed in Appendix J and set out in paragraph 2 below and approved by Council in January).

To approve the increases in Fees and Charges as detailed in Appendix Fi.

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

The Council is requested to resolve that the Revenue Budget 2016/17, be approved, noting that the Fire Authority Precept will not be confirmed until 17<sup>th</sup> February and may need to be updated prior to the Council meeting.

#### **Council Tax Resolution** – In relation to the Council Tax for 2016/17

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2017 be as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 14 December 2015 Cabinet calculated the following Tax Base amounts for the financial year 2016/17 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
  - (i) 40,001.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2016/17; and

(ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2016/17:

a)	Parish of Britwell	753.4
b)	Parish of Colnbrook with Poyle	1,840.2
c)	Parish of Wexham Court	1,315.8

(c) That the following amounts be now calculated for the year 2016/17 in accordance with sections 31A to 36 of the Act:

- (i) £420,671,409 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);
- (ii) £ 371,765,208 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);
- (iii) £48,906,201 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
- (iv) £1,222.60 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
- (v) That for the year 2016/17 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £215,778 representing the total of Parish Precepts for that year.
- (vi) £1,217.21 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(vii) Valuation Bands

<b>Band</b>	<b>Slough Area</b>	<b>Parish of Britwell</b>	<b>Parish of Colnbrook with Poyle</b>	<b>Parish of Wexham Court</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
A	811.47	44.06	32.93	24.48
B	946.72	51.41	38.42	28.56
C	1,081.97	58.75	43.91	32.64
D	1,217.21	66.10	49.40	36.72
E	1,487.70	80.79	60.38	44.89
F	1,758.19	95.47	71.36	53.05
G	2,028.68	110.16	82.33	61.21
H	2,434.42	132.19	98.80	73.45

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

- (viii) That it be noted that for the year 2016/17 the Thames Valley Police Authority precept has been increased by 1.99%. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

<b>Band</b>	<b>Office of the Police and Crime Commissioner (OPCC) for Thames Valley £</b>
A	111.31
B	129.86
C	148.41
D	166.96
E	204.06
F	241.16
G	278.27
H	333.92

- (ix) That it be noted that for the year 2016/17 the Royal Berkshire Fire Authority has provisionally stated x as the following amount in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below: As in previous years no increase is assumed

<b>Band</b>	<b>Royal Berkshire Fire Authority £</b>
A	40.44
B	47.18
C	53.92
D	60.66
E	74.14
F	87.62
G	101.10
H	121.32

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

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

<b>Band</b>	<b>Slough</b>	<b>Office of the Police and Crime Commissioner (OPCC) for Thames Valley</b>	<b>Royal Berkshire Fire Authority</b>	<b>TOTAL</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
A	811.47	111.31	40.44	963.22
B	946.72	129.86	47.18	1,123.76
C	1,081.97	148.41	53.92	1,284.30
D	1,217.21	166.96	60.66	1,444.83
E	1,487.70	204.06	74.14	1,765.90
F	1,758.19	241.16	87.62	2,086.97
G	2,028.68	278.27	101.10	2,408.05
H	2,434.42	333.92	121.32	2,889.66

- (xi) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiii) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xiv) The above figures assume a council tax freeze for the Royal Berkshire Fire Authority. If this is not the case this report requests the Section 151 or nominated officer be authorised to adjust the council tax charges in line with final figures in consultation with the leader and leader of the opposition

### **Fees and Charges –**

- (e) That the increase Fees and charges as outlined in Appendix F for 2016/17 be approved as follows:
- (i) An increase to the court costs figures from **£129 to £152**
  - (ii) Charge VAT on local land searches
  - (iii) Further changes as highlighted in appendix F

## Pay Policy –

(f) That the Pay Policy outlined in Appendix O be noted for Council approval:

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

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

This paper assists in the achievement of the all of the Slough Joint Wellbeing Strategy's priorities.

- Economy and Skills
- Health and Wellbeing
- Regeneration and Environment
- Housing
- Safer Communities

#### 3b Five Year Plan

This report helps achieve all of the outcomes by providing an overall financial strategy to support the delivery of the Five Year Plan.

## 4 Other Implications

### (a) Financial

Detailed within the report.

### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	none
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A number of posts will be affected by changes proposed. These will be managed through the council's restructure, redundancy and redeployment policy and procedure. <b>As highlighted in the December report these could total over 20.</b>	None
Equalities Issues	To be assessed per each proposed saving	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None

Timetable for delivery	Risk of overspend and making further savings elsewhere	Decisions that could bring savings proposals forward
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. The set of savings proposals for 2016/17 does not recommend any savings that will affect the council's ability to carry out its statutory functions. However, Members should be mindful of the cumulative year on year effects of savings and reductions in services and continue to make assessments of the impact on statutory functions. All the savings proposals included within this report will be closely monitored throughout the financial year.

(d) Equalities Impact Assessment

Equalities Impact Assessments will require completion prior to final agreement of savings proposals. Proposals which are 'disinvestment' or a genuine reduction in service will require careful examination to ensure no group is disproportionately affected.

Members may have to consider making provision to fund any mitigation arising from detailed analysis of Equalities Impact Assessments.

(e) Workforce

***The proposed savings included within this report will have an impact on staffing levels, with possibly more than 20 staff affected.*** The Council has a number of measures to minimise compulsory redundancies including;

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

## 5 Supporting Information

### 5.1 **Summary**

5.1.1 2016/17 is set to be another difficult year financially for the Council, with a continued reduction in Government funding, as well as an increased demand for Council services. The Council has managed to, wherever possible, protect Council services whilst ensuring that there is sufficient budget for the next financial year to deliver its key outcomes.

5.1.2 There remain many difficult years ahead for the Council due to the financial pressures that it faces, but the budget for the 2016/17 ensures that the Council's finances are based on solid footings for the future.

5.1.2 This paper sets out the revenue budget for 2016/17 and the associated plans and assumptions contained within it. The Medium Term Financial Strategy, which

accompanies this paper for approval, details the longer term financial challenges that the Council faces into the future years, whilst the capital strategy sets out the wider financial implications of decisions made in investing in the borough's infrastructure. The Treasury Management Strategy details how the Council will undertake transactions concerning investments and borrowings and this is contingent on the capital strategy as well as having an impact on the revenue budget savings proposals for 2016/17.

**Chart 1: Funding summary**

No.	2015-16	Funding	2016-17
1	45.13	Council Tax	48.69
2	29.13	Retained Business Rates	29.87
3	24.01	Revenue Support Grant	18.48
4	1.46	Education Services Grant	1.37
5	2.60	New Homes Bonus	3.64
6	1.08	Other non-ring fenced grants	0.84
7	1.90	Collection Fund	0.84
<b>8</b>	<b>105.31</b>	<b>Total Budgeted income</b>	<b>103.73</b>
9	109.98	Prior year baseline (adj.)	106.58
10	3.72	Base budget changes	2.30
11	1.89	Directorate Pressures	5.75
12	0	Revenue Impact of Capital Investment	0.33
13	-0.5	Other adjustments	-1.10
14	0	Savings Requirement	0
14	-9.79	Savings identified	-10.13
<b>15</b>	<b>105.31</b>	<b>Net Expenditure</b>	<b>103.73</b>

n.b. the prior totals have been revised to move the Better Care Fund income directly into the Adult Social Care area.

## 5.2 Income

5.2.1 The Council has three main sources of income, as highlighted in the chart below:

5.2.2 The amount of retained Business Rates is determined by the Council setting its estimation of Business Rates for the year ahead to central Government. The Government then allows the Council to retain 49% of this income, subject to a further tariff that the Council must pay Central Government. For 2016/17 the tariff has been set at **£18.6m**. The Government sets the tariff based on the historical average of business rates collected set against the level of spend the Government believes the Council should have. If Business Rates growth compared to the estimate, the Council retains 30% of this growth. If Business Rates drop, the Council is liable for 50% of the drop.

5.2.3 The Council also receives Revenue Support Grant (RSG). RSG is determined, and comes from, Central Government and consists of Government's expectation of what the Council should spend in line with the Government's deficit reduction plans.

5.2.3.1 The Comprehensive Spending Review and Autumn Statement were announced on the 25<sup>th</sup> November. Though the Local Government Finance Settlement has yet to be

finalised during the consultation period, the probable funding reductions and changes going forward have been included in the MTFs summary above.

5.2.3.2 Overall, the Government are stating that the total funds to Local Government will reduce by 1.7% in real terms though this assumes that Councils Increase Council Tax to the maximum possible level before a referendum.

5.2.3.3 For 2016/17, the amount of RSG assumed in the MTFs is **£18.48m**. The finalised settlement is unlikely to be announced until just before the Cabinet meeting in early February

5.2.4 The final main sources of Council income is Council Tax. This is based on the Council Taxbase (i.e. the number of properties in the borough) as per the report to Cabinet in December 2015 multiplied by the average band D Council Tax amount. For 2016/17 the Council Tax levels across the borough currently assume a **3.75%** increase for the Slough Borough Council element at £1,207.76 for a band D equivalent. This leads to an assumed Council Tax income of **£48.69m** for the Council in 2016/17. The spending review announced that local authorities responsible for adult social care will be given an additional 2% flexibility on their current council tax referendum threshold to be used entirely for social care.

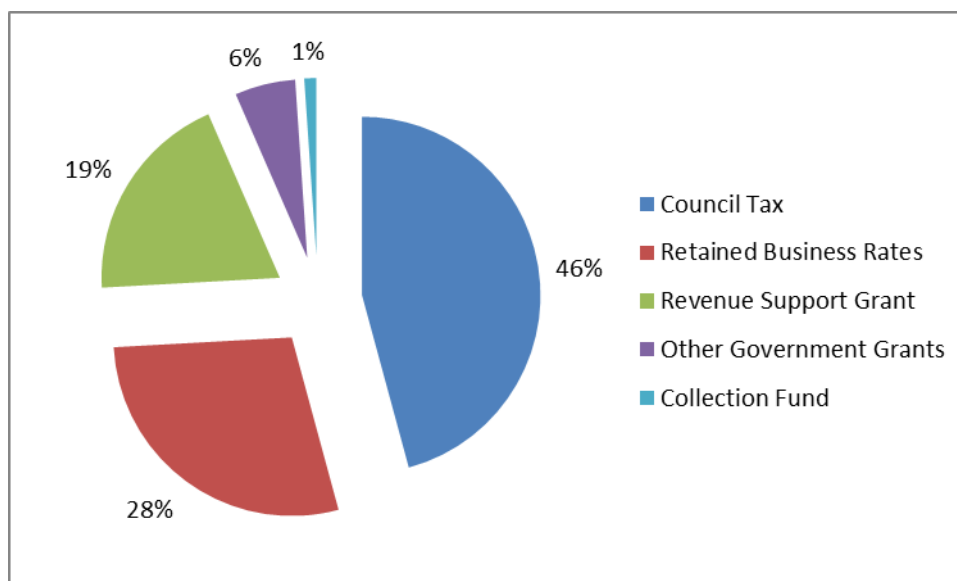
5.2.5 The other sources of Government grant income are clarified as per the Local Government Finance Settlement. Any variation from these in the finalised settlement will be reported to the Cabinet and Council. The total amount of non-ring-fenced Government Grants anticipated for 2016/17 is **£5.0m**. The main items included are the New Homes Bonus (£3.6m), and Education Services Grant (estimated at £1.4m).

5.2.6 The final source of income is the Collection Fund. This is a statutory account which details the actual income received in respect of Council Tax and retained business rates compared to the estimates made in January 2015 for the 2015-16 budget. At present this is anticipated to produce a surplus of **£0.8m** driven through an increase in the Council Tax base

5.2.7 The total income available to the Council for the 2016/17 for its net budget is therefore **£103.73m**.



**Chart 1.1: Council income sources**



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

5.2.9 By far the largest specific grant the Council receives is the Dedicated Schools Grant (DSG). The majority of this is pass-ported through to Slough Schools via a formula mechanism developed through the Schools Forum. The expected level of DSG for Slough is **£148.0m**.

### **5.3 Expenditure**

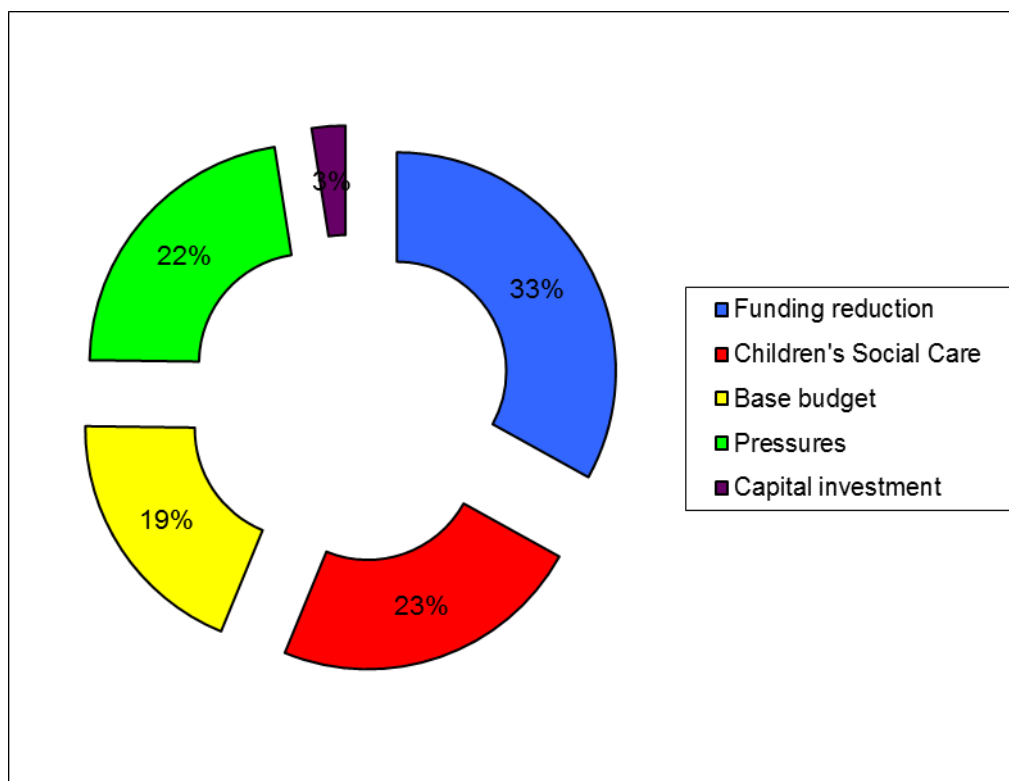
5.3.1 The Council's base budget for 2016-17 stood at £106.58m and it is against this figure that all adjustments are completed. The adjustments included:

- (1) Base budget **£2.3m** – these are movement due to inflationary pressures, pay award (assumed at 1% for 2016/17), incremental rises and other adjustments related to previous years and virements. Appendix B has further details.
- (2) Directorate Pressures **£5.75m** – these are the totals of increased pressures on the council for 2016/17. Appendix C provides details of these.
- (3) Savings of **£10.13m**. The items above combined with the reduced overall income to the Council leave a savings target that needs to be closed. Appendix A details the proposals behind the savings
- (4) Other Adjustment – This includes an allowance of £0.5m for business rate appeals, the use of £1m of reserves and the use of £0.3m of capital receipts.

5.3.2 The savings target is driven by the increases to the base budget, i.e. the structural costs of operating an organisation the size of the Council with its current conditions, service pressures and the reduction to RSG. These overall

cost rises are offset by any growth in Council Tax income and / or retained Business Rates as well as any movements from other non-ringfenced grants and the Collection Fund. The main pressures are highlighted below, and are detailed further in appendices B and C:

**Chart 1.2: Council wide pressures**



5.3.3 As can be seen from the above, the main driver for savings is the Government funding reduction to Revenue Support Grant. Though additional income from Council Tax and Business Rates partial offsets this, the scale of funding reduction is such that this is by far the primary driver for savings.

## 5.4 Strategy

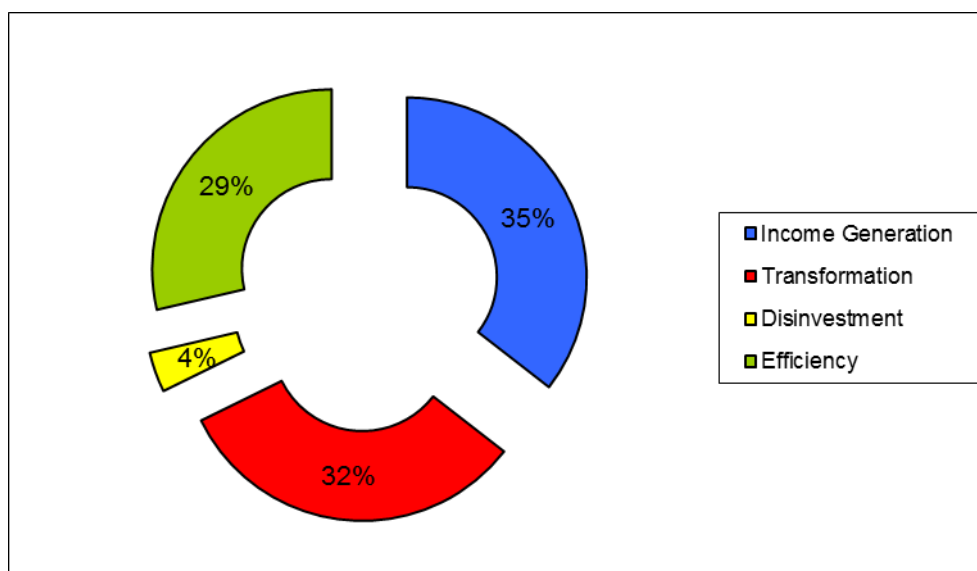
5.4.1 The council has been regularly monitoring the levels of savings required for the year ahead, and reports have been presented to Cabinet in July and November detailing the levels of savings required and providing an early sight of the savings proposals themselves. Cabinet have approved for £4.84m of savings to be included in the 2016/17 Revenue Budget with a further £3.86m at the December Cabinet, and these are contained within appendix A to this report.

5.4.2 The Council has changed its approach this year to budgeting to focus on the delivery of the 5 Year Plan (5YP) outcomes. This outcomes based budgeting has enabled the Council to look at more cross cutting budgets that deliver outcomes rather than the same provision of existing services. The outcome of the work undertaken so far has been to identify savings and income generation of over £10m per appendix A. Well over £3m of the overall savings are focused on more commercial activities with the aim to increase the Council's revenue streams in the future and thus support the longer term financial position of the Council.

5.4.3 The rationale for outcomes based budgeting was also to drive more innovation in the delivery of Council services and to take a more strategic look over the life of the

MTFS to commence schemes that will re-shape services or deliver significant income in future financial years. The chart below highlights the themes of the main savings contained over the next four years as they are currently envisaged. These will need to be approved on an annual basis per the Council revenue budget setting process, but this provides a clear trajectory for where the Council is seeking to make change in the future. As can be seen from the chart, there are significant new income streams that the Council will be pursuing to enable the delivery of the 5YP but also to protect other services areas from even further reductions in budgets due to overall reduction in Government funding.

**Chart 1.3: Council Savings by type – 2016/17**



## 5.5 Reserves

- 5.5.1 The Council holds a variety of reserves, and these are detailed further in appendix D. It is vital for the Council to hold a minimum level of reserves to ensure that if there is an overspend in the financial year due to demand pressures or emergencies, that the Council can cover this without going out to residents immediately requesting additional Council Tax; the general reserve gives the Council more time to deal with impact of overspends on the services that are delivered.
- 5.5.2 As per this report, the minimum level of recommended General Fund reserve has been set at 5% of the Council's net revenue budget. The current volatility and uncertainty over government funding in terms of Revenue Support Grant, Better Care Fund, Education Services Grant and New Homes Bonus as well as welfare reform costs pressures means that it is estimated an additional £2m of balances are required to cover these contingencies. This would mean a minimum level of **£7.2m** at the proposed budget figures. The current level of general reserves as at 31.3.2015 is £8.1m.
- 5.5.3 It is proposed to use £1m of an earmarked reserves as a result of the flexibility on capital receipts.

## 5.6 Risk Management

- 5.6.1 Given the level of savings for 2016/17, it is vital to ensuring the long term stability of the Council that these are delivered to enable a balanced budget, but also that the savings package as a whole is considered across the Council and that the sum of the savings do not create difficulties for other parts of the Council when delivering services for its residents.
- 5.6.2 During the 2016/17 financial year, as has been the case in 2015-16, there will be monthly monitoring of the savings proposals to identify which are green, i.e. on track to be delivered, amber or red (not expected to be delivered in year). This will enable the Council to adjust it's future budget position for any unmet savings as well as ensure that it can take appropriate in year steps to rectify any growing overspends that arise.

## 5.7 Impact on service budgets

- 5.7.1 The table below highlights the changes to service budgets as a result of all of changes detailed in the budget and associated papers.

**Table 2.1: Impact on service budgets**

	2015-16 / £m	2016/17 / £m	Variance / £m	% variance
Wellbeing	59.9	59.8	-0.1	-0.1
Customer and Community Services	17.0	16.3	-0.7	-4.1
Regeneration, Housing and Resources	26.4	25.1	-1.3	-4.9
Chief Executive	3.7	3.7	0.0	0.0

**This table includes internal restructures as well as a result of all of the increase in costs from pressures and base budget adjustments and reduced by savings items. This table highlights how budgets are changing in their entirety rather than where savings are being made**

## 6 Comments of Other Committees

- 6.1 This report was considered by the Overview and Scrutiny Committee on the 4<sup>th</sup> February 2016 and Cabinet on 8<sup>th</sup> February 2016.

## 7 Conclusion

- 7.1. This report underlines a **3.75%** Council Tax rise for the local taxpayer for 2016/17, and the delivery of this is based on a variety of savings measures that are geared towards minimising the impact on service users. These savings measures need to be considered in light of the risks that they represent and in line with any impact assessments that are required.
- 7.2. This report also contains a subsequent number of Council Tax resolutions for approval to enable the Council to bill residents in appropriate time.

## 8 **Appendices attached**

- 'A' - Savings proposals
- 'B' - Base budget assumptions
- 'C' - Service pressures
- 'D' - Reserves position
- 'E' - Collection Fund
- 'F' - Fees & Charges
- 'G' - Council Tax Resolution
- 'H' - Section 151 officer statement
- 'I' - Specific Grants
- 'J' - HRA Rents and Service Charges
- 'K' - Equality Impact Assessment
- 'L' - Efficiency Strategy
- 'M' - Local Welfare Provision
- 'N' - Budget Simulator Consultation
- 'O' - Pay Policy Statement

## 9 **Background Papers**

- '1' - Local Government Finance Settlement 2016/17
- '2' - Council Taxbase Report (December 2015 Cabinet)
- '3' - Medium Term Finance Strategy update paper to Cabinet (November 2015, December 2015 and January 2016)

**Appendix A - Savings proposals**

No	Outcome	Service	Directorate	Value 16/17	Item	Delivery	Risk	Type	EIA required
1	1	Highways	RHR	104	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service. Highways proportion of £1m savings in 16/17, remainder of £2.5m savings in 17/18	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
2	1	Transport	RHR	69	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service. Transport proportion of £1m savings in 16/17, remainder of £2.5m savings in 17/18	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
4	1	Learning & Communities	CCS	11	Work based learning (apprenticeship scheme) to reduce	Through bringing functional skills training "in house" and an increase in the number of apprentices generating additional SfA external funding will lead to savings to be made without directly affecting the number of apprentices engaged.	Low - this will be managed to ensure savings are made.	Efficiency	No
5	1	Learning & Communities	CCS	7	Adult learning and skills - reduction in data and performance information	This will not directly affect delivery but will impact on the quality and ability to undertake detailed analysis of data to	Low - Managers will need to increase their analytical skills. The Planning & Performance Manager will need a greater focus on this area of work.	Disinvestment	No

						inform and review delivery, a requirement of Ofsted.			
8	1	Public Protection	CCS	10	Additional income from TVP for CCTV - part of a funding package for the borough wide provision	Assist in crime reduction which will be used to reassure businesses considering moving to Slough	Medium	Income Generation	No
9	1	Public Protection	CCS	5	Cost Recovery of Regulatory Advice with extension of Primary Authority partnerships(PA)	Commercialisation of existing service. PA should be considered a key part of the package available to businesses already established in Slough or considering moving to the area. An identified barrier to business growth is the time taken and confusion caused by compliance with regulation - the regulatory burden - PA support provides a cost effective solution for business to reduce regulatory burdens	Medium	Income Generation	No
11	1	Transport	RHR	524	Transport - 2016/17 Pause.	One year only savings	Low	Efficiency	No
12	2	Housing	RHR	19	HRA/GF split on OT post	Immediate	none	Efficiency	No

13	2	Housing	RHR	13	HRA/GF split on Home Improvement Officers	Immediate	none	Efficiency	No
15	2	Housing	RHR	37	Reduction in support for RSLs and shared equity schemes	Immediate	low-medium	Efficiency	No
17	3	Asset Management	RHR	150	Increased recharges to capital/income from strategic acquisitions		Low	Efficiency	No
18	3	Highways (RHR)	RHR	165	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service. Highways proportion of £1m savings in 16/17, remainder of £2.5m savings in 17/18	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
19	3	Transport (RHR)	RHR	85	Transformation programme to deliver greater efficiencies through the redesign of the highways and transport service. Transport proportion of £1m savings in 16/17, remainder of £2.5m savings in 17/18	Merger of the highways and transport teams and then through a review of the business delivery model in future years	Medium	Transformation	No
21	3	Wellbeing and Community Services	CCS	17	Increased income + service efficiencies (@10%)			Efficiency	No
22	4	Public Protection	CCS	25	Additional income from TVP for CCTV as part of a funding package for the borough wide provision and in recognition of the support provided to TVP by CCTV	Existing service RISK that TVP policy may change and funding is reduced	Medium	Income Generation	No
25	4	Transport	RHR	10	Reduction in revenue budget for ETP in 2016/17 and £13 income from charging for VAS use and providing service to schools	Initial revenue saving to be identified in first round of H&T Transformational Change	Low - schools already advised of change with pricing schedule circulated	Income Generation	No



26	4	Neighbourhood Services	RHR	50	Reshaped provision of community warden service		Medium	Efficiency	No
29	5	Young People's Service (W&C)	CCS	300	Reduce commission of locality based youth provision & Reduce staffing within Young People's Service	Universal Youth Work programme will need to become needs led and move away from having locality based provision across Slough. The Council to play an enabling role to develop communities to deliver some of their own provision. Staffing reductions within the Young people's Service will impact on Capacity to respond to street work intervention as a result of VMAP and police intelligence, reduce capacity to respond to NEET prevention and reduction, reduced capacity to support referrals from Early help, Troubled Families, schools etc.	Mid - YPS has secured a reputation for quality response supporting vulnerable young people. Impact would be reduced if Council amalgamated Prevention services	Disinvestment	No
30	5	Leisure (W&C)	CCS	5	TVAC management fee		Low - could impact on ability to top up sinking fund	Disinvestment	No
35	5	L&CS	CCS	6	Reduction in purchasing children's books for Slough's 4 main libraries & 3 satellite libraries	Amend stock purchases for 2016/17	Low - Approximately 10% reduction which shouldn't impact on current top quartile performance for loan of Children's Fiction & Non-fiction	Disinvestment	No

39	5	L&CS	CCS	4	<p>Phased reduction in support to a series of activities that include summer and half term activities for all ages in targeted neighbourhoods delivered through a number of community centres.</p>	<p>The development of a brand new Community Activity Programme at Britwell and new activities at Chalvey. The delivery is through the community development team through a planned targeted approach that includes recruiting and training local people and current users to take responsibility for the planning and delivery of activities for children and young people. The training and community capacity building includes support with grant applications for activities and community programmes as well as hire costs for usage of community buildings, training to deliver activities, safeguarding, health and safety, planning and delivery. 12 children's and young people's activities and programmes will be delivered at Chalvey and Britwell Centres, targeted programmes will be delivered to engage with young people from these</p>	<p><b>High</b> - to deliver no targeted children's and young people's programmes in community centres could lead to an increase in anti social behaviour / vandalism and fear of crime in these areas. A significant amount of people need to be trained and take ownership of activities and the community programming at the community centre. The high risk is associated with not recruiting / training enough community champions to take ownership of the activities and programming.</p>	Disinvestment	Yes
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						areas. Benefits to the individuals will include improved self esteem, employability skills improved, events and community programming experience gained and by engaging them in positive activities we will be reducing the risk of anti social behaviour.			
44	5	Other Education	Wellbeing	16	Various small savings totalling £16k from a review of cost centres and includes school audit fees, school library recharge, and a small amount from a staff restructure	N/A	Low	Efficiency	No
45	5	Cambridge Education Contract	Wellbeing	300	Contract brought back to SBC during the Financial Year	tbc	tbc	Transformation	No
46	6	ASC	Wellbeing	300	Service reform of internal LD services	Saving in 15/16 of £350k delayed so full achievement of £650k needed in 16/17	Medium - unless a further delay in implementation	Transformation	Yes
48	6	ASC	Wellbeing	1800	Reform of social care 1 - Redesign of models of support	New ASC business model and processes - focus on prevention, self service, asset based approaches, early intervention, direct payments.	High - as new models of working not tested and impacts on ASC clients unknown and also impacts on other service areas not known	Transformation	Yes
50	6	L&CS	CCS	9	Library - Reduction in purchasing of adult stock, spoken word and large print resources.	Slight reduction in the choice of books available to the public to borrow.	<b>Low</b> - This would not lead to any significant reduction in delivery to the public.	Disinvestment	No
53	7	Finance & Audit	RHR	10	Increased recharges to the SUR (Slough Urban Renewal)	Requesting the SUR board to pay more to SBC's costs in respect of providing	Medium - would require approval from the SUR Board	Income Generation	No

						accountancy services. With further schemes coming on board this is more justifiable.			
54	7	AIR	RHR	1,250	Asset Purchase Strategy - assume a maximum of £25m investment portfolio with net 5%	Requires capital investment of £25m	High. The net yield is an assumption based on best information at the moment, and includes assumed financing costs of 1.5%.	Income Generation	No
55	7	AIR	RHR	15	SUR commercial and small sites	Additional loan note returns	<i>Low</i>	Income Generation	No
56	7	AIR	RHR	150	Asset Challenge - more effective utilisation of Council assets	More efficient use of Council assets	<i>Medium</i>	Transformation	No
58	7	Finance & Audit	RHR	100	Increased treasury management Returns & repayment of £4m loan in 2016-17.	Through amendments to the TM Strategy. Deliverable so long as the capital programme remains constrained for General Fund schemes as these will quickly erode the overall Treasury Management portfolio.	If TM returns increase by a further 0.25% p.a. with rising interest rates and more ambitious TM strategy options. There are different options – if we increased our risk appetite further income could be achieved, but with the other asset related schemes above there could be problems tying money up in the long term	Income Generation	No

59	7	Finance & Audit	RHR	60	Mortgages deposits being offered with rental (@4%). Assumed 20, then 75 then 133.	Scheme whereby the Council puts deposits on mortgages for residents of 30% and receives a rental return on this investment. Council also receives capital appreciation	Medium – exposure to falling house prices and mortgage repossessions. The scheme so far has been with over 100 Councils and £414m of lending and has yet to have repossession. Strict lending criteria are administered through the mortgage lender. The Council refers people to lenders as well	Income Generation	No
60	7	Finance & Audit	RHR	1,818	One-off interest on distribution from existing SUR schemes	Through the SUR schemes, dividend is provided on a one-off site by site basis after costs.	Medium – based on ledgers and scheme and depends on market conditions and ensuring completion and sale of the scheme in 2016-17	Income Generation	No
62	7	Building Control	CCS	8	At least a 35% reduction in subsidy through additional income from discretionary work, expected increase in application numbers off the back of local plan review/growth agenda and review of fees and charges.	Requires some enablement through outcome 8 – the council will be a leading digital transformation organisation	low to medium	Income Generation	No
63	7	Development Management	CCS	11	Reduction in subsidy through additional income from pre-application and increased planning application numbers on the back of the local plan review/growth agenda.	Some linkage to local plan review under Outcome 1	low to medium	Income Generation	No
64	7	Environmental Quality	CCS	4	Savings from reducing specialist consultancy support by training existing staff to undertake both petroleum licensing and environmental permitting.	Phased training programme and some reallocation of work within the team	low	Efficiency	No
66	7	Finance & Audit	RHR	300	Moving MRP (Minimum Revenue Payments) to a long asset life period (60 years as opposed to 40 years)	If the capital programme is funded by internal reserves, grants, s106 and existing borrowing,	Medium – already started discussions with external auditors and advisors	Transformation	No

						then there is no need to pay down MRP as the capital programme is already funded. However, many of the schemes above will mean that we will be likely to be borrowing in the medium term			
67	None	Facilities	RHR	100	Additional income – Maximise Use of Office Space	Embed flexible and mobile working to get better use of office space. Develop commercial approach to floor space at SMP through external lettings. Range of options being considered.	Low/medium	Income Generation	No
68	None	Facilities	RHR	100	Additional Income – Corporate Landlord & Accommodation Strategy Initiatives	As above	Low – Needs CMT approval	Income Generation	No
69	None	Facilities	RHR	20	FM Contracts Review	Review all FM Contracts to establish if savings can be made.	Legal restrictions due to agreement still being in contract.	Efficiency	No
71	None	Public Protection Trading Standards	CCS	5	TS consultancy service with Slough based traders who are regarded as being Importers into the EU	Identify these traders via trade info website, visit and offer paid for consultancy service to assess 'sample'/prototype products before order to ensure compliance with various TS Regulations. Will require some training of officers prior to ensure consistency of advice.	Low – we will partner with importers whose products follow a similar assessment / compliance theme in order to ensure consistency of advice. The programme will be mutually beneficial as trader will be able to ensure their product is compliant before purchase which will be particularly beneficial to SMP and support several 5YP outcomes.	Transformation	No

72	None	Public Protection Trading Standards	CCS	3	Additional Income through commercial advertising on TS website. TS as a brand is very valuable and sort after for businesses and we could encourage advertising through our specific site. Nevertheless this model should be explored for the council as a whole.	Establish content/links through TS website.	Low. A disclaimer will be present to establish that the advertisements are in themselves commercial and TS/SBC does not endorse any business therein.	Income Generation	No
73	None	Public Protection Trading Standards	CCS	1	Restorative justice training. Where non compliance can be evidenced via Test Purchase/Inspection and the gravity of that contravention is serious we could insist on training (for a fee) taking place to ensure knowledge and skills are at a level to accommodate future compliance.	In house via established TS team. Rooms to be booked at council offices for training to take place. Leicestershire TS have adopted this model already. Will require benchmarking with existing models.	Low. Training will be compulsory by nature to negate consideration of further formal enforcement action. Refusal will result in consideration of such action in a similar way to the police organising speed awareness courses. As such SBC can insist on our training. Leicestershire TS have adopted such a model already.	Income Generation	No
74	None	Public Protection Trading Standards	CCS	5	The Redress Schemes for Letting Agency Work and Property Management Work(Requirement to Belong to a Scheme etc(England) Order 2014	Fixed Penalty Notices are allowable and expected to be processed at £5000 each should appropriate and prescriptive models to encourage trader compliance be followed and adopted (Notice of Intent etc). Benchmark with LB Newham.	Low. As long as prescriptive methodology of enforcement and avenues for appeal are considered then the processing of FPN's is entirely legal. Major resource issues will come where there may be appeals or fines are not paid requiring court action/collection orders etc.	Income Generation	No
75	None	Public Protection	CCS	5	SBC Legal to not have only delegation of authority on all court cases. Allow individual business units to either take the cases to magistrates themselves under S222 and	This model is adopted in many other authorities, particularly in TS where there are a number of specialist in house teams who in	Low-Medium. The actual preparation of legal docs, although prescriptive is time consuming and needs specialist in house legal knowledge. To ensure the	Income Generation	No

					S223 of the Local Government Act or allow them to instruct their own counsel/solicitors as the case befits.	turn brief to specialist chambers at a agreed predetermined rate (West London Alliance) which are currently less than the SLS agreed rates etc.	legal paperwork is all in order and the information's are worded correctly is a time consuming and laborious task which will take officers away from other duties. Coupled with this persons would need to be trained to deliver cases appropriately in magistrate's court and therefore advocacy training would be imperative. Additional personnel may be required to back fill the frontloaded resources as a result		
76	None	Public Protection Trading Standards	CCS	2	Via SBC Business Engagement Strategy TS should be introduced to new and emerging SME who have IP. We could advise and support the expansion of their IP including protecting it and further ensuring registration of designs and patents in the appropriate manner.	Identify IP issues of a SME at an early stage and in a consultancy paid for basis advise the company on how to protect and manage that IP going forward.	Low. The Intellectual Property Act bears no 'duty' on a local authority to enforce so we may be able to act commercially in this respect.	Income Generation	No
81	None	Finance & Audit	RHR	280	Savings through the Agresso system and more effective external audit / internal audit procurement	Restructure – where possible removal of vacant posts. Need to add back in some time-limited transformation capacity	Organisation's management will need to use self service much more. Full risk based approach; many managers will not receive finance support / much reduced support. Flow of resources towards high risk areas i.e. ASC and contract management.	Efficiency	No
83	None	Finance & Audit	RHR	10	Internal audit savings – current contract		Low – already provided for	Efficiency	No



87	None	Corporate Procurement	CCS	10	Reduced involvement in tender evaluations	Under new UK Regulations, Corporate Procurement is able to carry out stage 1 financial analysis of bidder.	Low – Escalation to Finance is fallback position	Disinvestment	No
88	None	Corporate Procurement	CCS	10	Additional income through HRA cross charges for major projects e.g. RM&I	Requires dedicated resource of 1 FTE to cover all the planned projects through an invest to save	Medium – needs to be fully resourced (Invest to Save)	Income Generation	No
89	None	Corporate Procurement	CCS	10	Additional income for HRA cross charges for BAU projects	As and when required	Medium – needs to be resourced from existing headcount which is currently under headcount	Income Generation	No
90	None	Corporate Procurement	CCS	5	Additional income through providing procurement support to other Las e.g. tendering for Frameworks	As and when required	Medium – needs to be resourced from existing headcount which is currently under headcount	Income Generation	No
91	None	Corporate Procurement	CCS	5	Reviewing compliant tender processes for schools	As and when required	Medium – needs to be resourced from existing headcount which is currently under headcount	Income Generation	No
94	None	Environmental Quality	CCS	2	Re-negotiate landfill monitoring contract and reduce scope to statutory minimum for Kennedy Park.			Transformation	No
97	None	Transactional Services	CCS	114	Arvato savings due to implementation of Agresso	Through the contract with arvato	Low – agreed	Efficiency	No
99	None	strategy and Engagement	CE	3	Removal of media support at council meetings	Leader has already agreed with effect from 1/1/16	Low	Disinvestment	No
100	None	strategy and Engagement	CE	15	Interim restructure of Democratic Services	Consultation completed		Disinvestment	No

101	None	strategy and Engagement	CE	6	Democratic Services housekeeping, delete unused budgets		Low	Efficiency	No
106	None	L&CS	CCS	111	By bringing the library service "in house" from 1 <sup>st</sup> July 2016 there will be a saving in management fees charged by Essex County Council.	There will no change to service delivery	<b>Low</b> – the transition will be managed within the time scale to achieve the saving.	Efficiency	No
107	None	L&CS	CCS	29	Essex County Council currently charge for payroll and HR, legal, finance support.	There will no change to service delivery	<b>Low</b> – AVARTO will pick up the additional payroll and related work within the current contract and SBC will need to pick up the HR, finance legal support. The staffing numbers have decreased from 46.8 FTE to 26.7 FTE, a reduction from when the service was previously delivered in house (2009)	Efficiency	No
108	None	L&CS	CCS	10	Through the library service coming back in house the service will no longer be required to fund any content insurance (assuming the council's own insurance arrangements will cover the library service contents cover.	There will no change to service delivery	<b>Low</b> – assuming the council's own insurance arrangements will pick up this cover.	Efficiency	No
109	None	L&CS	CCS	8	Ceasing buying in the libraries Plus survey.	There will no change in service delivery; however the service will not have the benefit of an external user survey to inform future improvements.		Disinvestment	No
111	None	Transport	RHR	50	Potential surplus budget following change to concessionary fare start times	Approximately 17,000 bus pass holders in Slough including companion pass holders. The cost to	<b>Medium</b> – Following the change to concessionary fares in April 2015 there has been a reduction in bus pass holders using the service.	Efficiency	No

						the borough is approximately £2.2m which is based on a rate to the bus operators of ensuring they are no “better or worse off”. This is split across a number of operators of which First are the largest.	The initial outputs indicate that there may be a further saving of £50K at the end of this year however this depends on the usage over the winter periods.		
112	Trust	Trust	Trust	635	Reduced spending in line with contract and negotiations on the budget – per the Cabinet and Council paper in September.	SCST		Efficiency	No
113	Corporate	All	All	811.5	Further savings target across directorates	Distributed across directorates; @£200k per each with £100k to CEX directorate and corporate	Medium – finalisation before the 1 <sup>st</sup> April. Some plans already in place	Efficiency / Transformation	No

## Appendix B - Base Budget Adjustments

As part the Council's budgeting process, the Council faces a variety of pressures due to the nature of its activities.

Detailed below are the key pressures that the Council faces and identifies how these are applied across the Council's different directorates (all £'000s):

	<b>Wellbeing</b>	<b>CCS</b>	<b>RHR</b>	<b>CEX</b>	<b>Corporate</b>	<b>Total</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Pay Changes</b>	88	114	140	133	0	475
<b>Pension</b>						
<b>Increases</b>	51	60	64	10	0	185
<b>Incremental</b>						
<b>Increases</b>	57	101	97	14	0	269
<b>No Pay</b>	592	165	382	13	219	1,371
	<b>788</b>	<b>440</b>	<b>683</b>	<b>170</b>	<b>219</b>	<b>2,300</b>

Included with the above is an assumption of an increase to the employer's contribution to Local Government Pension scheme of 0.5%.

## Appendix C – Service Pressures

No	Directorate	Service	Service Lead	Year	Growth bid	Amount / £k	Service Benefits
1	CCS	Procurement & commercial services	GA	2016-17	Impact of welfare reforms - homelessness & temp accom	275	Allows the Coucil to continue a Local Welfare Prvoision Scheme - dependent on Cabinet's decision
2	RHR	Hsg	Na	2016-17	Homelessness prevention	50	Housing pressures on the current GF budget
3	Wellbeing	ASC	Asi	2016-17	ASC demography and removal of Care Act funding into RSG	850	To meet the cost of demographic / transitions for adult social care clients and ASC Care Act funding removed by Government
4	RHR	Corporate Landlord	CD	2016-17	Curve property revenue cost	411	Enables savings exceeding the additional cost in other council budgets. Improved customer services. Manifesto commitment. £391k. Plus further £20k for additional security costs at Council buildings.
5	Corporate	All	Jholmes	2016-17	National Insurance / LGPS changes due to Government pension reforms	480	None
6	Wellbeing	SCST	DCS	2016-17	Children's Services Trust	2800	Additional costs through the creation of the Trust per the September Council report
7	CCS	ICT	SP	2016-17	ICT hosting - ERP	150	Allows hosting of the ERP solution in the 'Cloud'. Enables signifciant savings as detailed elsewhere in the budget
8	RHR	Environmental Services	NA	2016-17	Waste Management	100	Copes with increase demand for disposal of waste as a result of increased households
9	RHR	AIR	JC	2016-17	car parking	304	Recognise obsolete income targets and security at Multi Storey Car Parks
10	CCS	PubPr	GDH	2016-17	trading standards	42	Improved regulation
11	Corporate	Transactional Services	RP	2016-17	Loss of Government Hsg Benefit Admin. Grant	100	Reduction of Government Grant
12	Corporate	Finance	Jholmes	2016-17	Council Tax Support scheme costs due to CTX changes	150	Loss of Council tax income through any changes to Council Tax levels
13	CCS	Community & Skills	AH	2016-17	Arbour Park running costs	40	Operational Costs at new Community Sports facility
						5752	

## 2016/17 Council Reserves

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

During the year, a review of all earmarked reserves has been undertaken to ensure that these are fit for purpose and where any excess reserve has deemed to be held this has been re-provided into other reserves or released to support the 2016-17 budget position.

### General Fund

The Council's General Fund reserve is the amount set aside for the year ahead that is uncommitted and for any purpose. The s151 officer's commentary in the later appendix details the level of reserve that the Council's Chief Finance Officer believes should be set aside as a minimum. For 2016-17, the minimum level has been set at £7.2m

General Fund	Amount / £m
As at 31.3.2015	8.1
Forecast Q3 (2015-16) position (under / over (-) spend - <i>estimated</i>	-0.5
Forecast 31.3.2016 position	7.6

### Medium Term Financial Volatility Reserve

The Government's programme of public sector financial reform has led to an increase in the volatility that the income that the Council receives; primarily because of:

- the introduction of the retained Business Rates (the Council receives up to 30% of any growth in business rates but is liable for 50% of any losses up to a safety net of over £2m from the Council's baseline position)
- payment of any Business Rates levy payments to DCLG
- the introduction of the Council Tax support scheme; if more residents are included within this, the Council is liable for the cost (unlike the previous CTX Benefit regime)
- Reductions to Government non - ring fenced grants
- Reductions to Government ring fenced grants

Due to the above, the Council's planning for income levels is much more volatile. Also, because of the scale of the reductions to Council funding, some of the Council's savings plan have a higher level of risk within them.

To minimise the short-term volatility to the Council's budget, there is a Medium Financial Volatility Reserve (MTFVR). The purpose of this is to mitigate short term pressures by its

use and so delay the impact of these pressures to enable more long term planning into the Council's budgets.

MTFVR	Amount / £m
As at 31.3.2015	1.6
Payment in respect of Business Rates levy due to increase Business Rates collected	-0.7
Increase in reserve following a review of all earmarked reserves held	0.5
Forecast 31.3.2016 position	1.6

### **Future Debt repayment reserve**

The purpose of this reserve is to enable the Council to take the most opportune periods of debt repayment. This might be to delay a long term borrowing decision because future capital receipts maybe forthcoming, or to fund the premium on debt repayment to generate revenue savings. This reserve is linked to the Council's Minimum Revenue Provision (MRP) which is detailed further in the Treasury Management Strategy and the Capital Strategy. The reserve is also utilised for any smoothing effects due to the LGPS.

The present value of this reserve is £0.97m

### **Collection Fund**

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

### **Economic Risk fund**

This fund is for future restructuring liabilities. Where a restructure occurs and generates on-going revenue savings to help the Council achieve its objectives set out in the MTFs, then funding will be released.

The forecast year end value of this reserve is circa £1m

### **Organisational change / Transformational reserve**

The purpose of this reserve is to provide funding for future on-savings or to fund in year efficiency measures. A business case must be produced for funding to be allocated from this reserve. Going forward the use of capital receipts will fund transformation activity.

The forecast year end value of this reserve is £0.2m

The Council does hold a number of smaller reserves which are earmarked for specific purposes following the review undertaken during the year.

### **Unusable reserves**

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



### 2016/17 Collection Fund

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

There are two key variables which alter the Collection Fund position; (i) an increase or decrease in the number of properties compared to the forecast, or (ii) an increase or decrease to the collection rate at which the Council is collecting these taxes. Following the introduction of its Council Tax support scheme in January 2013, any increase or decrease in Council Tax support claimant's impacts upon the Collection Fund position.

The Council must estimate its Collection Fund position for the year ahead before setting its budget. Any surplus or deficit on the collection fund position must be taken into accounts in the following year; i.e. if the Council had a surplus of £10k in the collection fund for 2015-16, it would need to show this in the 2016-17 budget paper.

The anticipated Collection Fund position as at January 2016 is as follows:

- Council Tax    £1.1m Surplus
- Retained Business Rates                          £0.3m Deficit

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

### 2016/17 Fees and Charges

To approve an increase in court costs fees in respect of Business Rates from 1<sup>st</sup> April 2016 to £70 for a summons and £82 for a liability order, total amount £152. The charge is currently £129

### Local Land Charges Institute (LLCI) Update

HMRC will confirm its decision that VAT will become payable on all income derived from the CON 29 R and O products.

VAT will be levied at the rate of 20% on the income received on the (local land searches) CON29 R and O (and we believe the associated additional parcels of land fees). The LLC1 fee will NOT attract VAT because it provided by local authorities under a special legal.

Due to the timing of the next meeting, at which LLCI expects HMRC to confirm its decision and the implementation date of 1st February 2016, LLCI's best advice is to assume VAT will be implemented with effect from 1st February.

LLC Officers will need to consider a number of issues including

- Will the Council be levying the VAT?
- What if any Council approval is needed if the fees are to be increased.
- How VAT receipts will be issued.
- Discussions with software suppliers where necessary.
- Any changes to accounting practices.
- Preparing communications to solicitors.
- NLIS and others regarding any changes in fees.
- Give thought to how you will deal with searches received with incorrect fees, LLCI's advice is that in the best interest of customer service, authorities do not reject searches but instead request the balance due.

This will be a change that the industry as a whole has very little time to prepare for and implement.

We are advised that in line with standard practice, no official notification of HMRC's decision will be issued but that the minutes of their meetings are a public document. LLCI will be notified as soon as possible by our colleagues on the CIPFA VAT Committee as to the outcome of the meeting. LLCI will notify you immediately when we are informed.

LLCI will be writing to the Law Society to update them.

We will, along with the LGA, Land Data and colleagues in Finance, continue to do all we can to argue that VAT should not be applied to the CON 29 R and O.

Notwithstanding those arguments and the fact that this proposal has been under discussion for some time, LLCI is extremely concerned at the lack of formal notice from HMRC and at HMRC's apparent insistence that such a significant change for local authorities and their customers should be implemented in an unreasonably short timescale and with no detailed guidance. LLCI is concerned that, given the usual and not unreasonable lead-in times for software suppliers to change their systems, many local authorities will struggle to implement the changes on February 1st.

Given the introduction of the new CON29 form in July this year, LLCI regrets that HMRC may not delay the introduction of VAT until either April or July. LLCI recommends that this year local authorities avoid where possible changing their fees more than once to incorporate VAT and once to reflect the requirements of the new CON29.

Presently this income is paid non-vatable. Therefore in essence customers would see a 20% increase if the net fee (£88 each) remains unchanged. The fee is set locally and supposed to be fee recovery. We are proposing to charge the VAT on top of the current charges.

Estimated average income per year from Con29 is £120k

### Community Learning & Skills Service - w/e from 1<sup>st</sup> August 2016

Activity	Existing fee	Proposed fee	Concession	% increase
ESOL – English for Speakers of other languages	£2.50 per hour	£3.00 per hour	Free if unemployed plus other approved categories	20%
IT related qualifications	£2.50 per hour	£3.00 per hour	50% reduction	20%
Personal Development and wellbeing programmes	£3.75 per hour	£4.25 per hour	50% reduction	20%
Note* - Initial engagement and preparation for employment activity, English, maths, basic IT, Family Learning are free of charge				

### Library Services

Item	Existing Fee	Proposed fee	% increase	Rationale
Printing Black and white	20p/A4 sheet	30p/A4 sheet	+50%	Current fee unchanged for couple of years, assessment even with self service is that 20p is not covering costs. Also boosts differential between b/w colour printing
Printing Colour	50p/A4 sheet	£1/A4 sheet	+100%	Current fee unchanged for couple of years, assessment even with self service is that 50p is not covering costs
Final postal letter re overdue items	Free	£1.00	New charge	We will be introducing free email and text pre overdue and overdue reminders, so this fee covers postage and staff time. Fee avoided if items are returned on time

Books Children's books on adult card	£0.02/day	£0.05/day	+150%	To encourage children to borrow children's books on child cards and therefore incur no fines
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**Statutory Determination of Council Tax****Council Tax Resolution**

In relation to the Council Tax for 2016/17 Cabinet is requested to resolve:

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2016 be as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 14 December 2015 Cabinet calculated the following Tax Base amounts for the financial year 2016/17 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
- (i) 40,001.8 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2016/17; and
- (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2016/17:
- |    |                                |         |
|----|--------------------------------|---------|
| a) | Parish of Britwell             | 753.4   |
| b) | Parish of Colnbrook with Poyle | 1,840.2 |
| c) | Parish of Wexham               | 1,315.8 |
- (c) That the following amounts be now calculated for the year 2016/17 in accordance with sections 31A to 36 of the Act:
- (i) £420,673,718 being the aggregate of the amounts which the Council estimates for the items set out in section 31A(2)(a) to (f) of the Act. (Gross Expenditure);
- (ii) £ 371,765,208 being the aggregate of the amounts which the Council estimates for the items set out in section 31A(3) (a) to (d) of the Act. (Gross Income);
- (iii) £48,908,510 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
- (iv) £1,222.65 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.

- (v) That for the year 2016/17 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £215,778 representing the total of Parish Precepts for that year.
- (vi) £1,217.26 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.
- (vii) Valuation Bands

Band	Slough Area £	Parish of Britwell £	Parish of Colnbrook With Poyle £	Parish of Wexham Court £
A	811.47	44.06	32.93	24.48
B	946.72	51.41	38.42	28.56
C	1,081.97	58.75	43.91	32.64
D	1,217.21	66.10	49.40	36.72
E	1,487.70	80.79	60.38	44.89
F	1,758.19	95.47	71.36	53.05
G	2,028.68	110.16	82.33	61.21
H	2,434.42	132.19	98.80	73.45

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

- (viii) That it be noted that for the year 2016/17 the Thames Valley Police Authority precept has been provisionally increased by 1.99%. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

<b>BAND</b>	<b>Office of the Police and Crime Commissioner (OPCC) for Thames Valley £</b>
A	111.31
B	129.86
C	148.41
D	166.96
E	204.06
F	241.16
G	278.27
H	333.92

- (ix) That it be noted that for the year 2016/17 the Royal Berkshire Fire Authority has provisionally stated the following amount in precept issued to the Council, in accordance with section 40 of the Act, for each of the categories of dwellings shown below: As in previous years no increase is assumed.

<b>BAND</b>	<b>Royal Berkshire Fire Authority</b>
	<b>£</b>
A	40.44
-B	47.18
C	53.92
D	60.66
E	74.14
F	87.62
G	101.10
H	121.32

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

<b>Band</b>	<b>Slough</b>	<b>Office of the Police and Crime Commissioner (OPCC) for Thames Valley</b>	<b>Royal Berkshire Fire Authority</b>	<b>TOTAL</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>A</b>	811.47	111.31	40.44	963.22
<b>B</b>	946.72	129.86	47.18	1,123.76
<b>C</b>	1,081.97	148.41	53.92	1,284.30
<b>D</b>	1,217.21	166.96	60.66	1,444.83
<b>E</b>	1,487.70	204.06	74.14	1,765.90
<b>F</b>	1,758.19	241.16	87.62	2,086.97
<b>G</b>	2,028.68	278.27	101.10	2,408.05
<b>H</b>	2,434.42	333.92	121.32	2,889.66

- (xi) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiii) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.

- (xiv) The above figures assume a council tax freeze for the Royal Berkshire Fire Authority. If this is not the case this report requests the Section 151 or nominated officer be authorised to adjust the council tax charges accordingly in line with final figures.



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

Section 25 of the Local Government Act 2003 requires the Section 151 Officer (Assistant Director, Finance and Audit) to formally report to Council as part of the tax setting report his view on the minimum level of reserves available to the general fund and on the robustness of estimates used on the budget setting process. The Council is required to take these views into account when setting the Council Tax at its meeting on 23<sup>rd</sup> February 2016.

#### **Adequacy of Reserves**

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

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

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

- Increased population increases demand on 'universal services' i.e. more bins to collect, more Council Tax bills to issue etc.
- Increased volatility from the retention of business rates
- Savings are increasingly based on commercial income generation opportunities so fluctuate much more – this is especially so in the current year budget with over £3m of additional income through commercial schemes and represents a significant increase in the risk exposure to outside economic conditions
- Increased adult social care pressures due to changes in demography
- Increased risk over the delivery of savings; the savings figures in the MTF5 and since 2010 are far higher than in previous years and are over a sustained period through to 2020
- Risk of grants fluctuating during the financial year e.g. Education Services Grant
- The impact of the macro-economic position and the impact on residents and businesses being able to pay for respective fees and charges
- Change in control of Children's Social Care expenditure to the SCST

In light of the above, the proposed minimum level of reserve for the Council should be 5% of the net budget (as defined by Council Tax, retained business rates and non-ring fenced revenue Government grants); plus £2m to allow for current funding volatility. This results in a total of **£7.2m<sup>1</sup>**.

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<sup>1</sup> Circa 5% of £104m and £2m to cover funding volatility.

## **Robustness of Estimates**

### The treatment of inflation and interest rates

The 2016/17 pay award for staff has been included at an average of 1% in line with the Government's pay announcements. Non pay related budgets have been inflated at the contractually committed rate of inflation or where services can demonstrate a requirement to do so to maintain service delivery levels.

### Efficiency saving and productivity gains

The budget contains proposals to deliver approximately £10m of savings. The medium term financial strategy includes a four year savings programme to ensure that future revenue budgets remain in financial balance to ensure the council has adequate resources to deliver its Council Strategy outcomes. The savings programme will also help to ensure that Council Tax increases are kept to as low a level as possible and deliver efficient local services. The proposals continue to set high levels of required savings and there are inherent risks to the delivery of a balanced budget at the end of the 2016/17 financial year. Given the year on year reductions in Government funding, the Council's risk profile for savings is increasing as more transformational activity and income generation schemes are brought forward. Though these will endeavour to drive additional income and reduced costs, they are by their very nature more difficult and complex to deliver, and are at greater risk of market conditions.

### Budget and Financial management

The level of under spends in recent years is as follows:

- 2011/12 – £1,736k underspend – 1.7% of budget
- 2012/13 - £23k underspend – 0.0% of budget
- 2013/14 - £150k underspend – 0.1% of budget
- 2014/15 - £224k underspend - 0.1% of budget
- 2015/16 - £486k overspend forecast – 0.5% of budget

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

The Council has a number of demand led budgets and has historically been able to manage changes to demand to ensure a sound financial standing at the end of the financial year. The revenue budget includes £0.85m for adult social care cost pressures and £2.8m for Children's social care.

### Adequacy of insurance and risk management

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

## Overall financial standing of the authority

Slough Borough Council borrows money to support the Council's capital Programme. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 98.4% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £0.47m and any surplus or deficit on the collection fund is apportioned between the Council and its major precepting bodies the Royal Berkshire Fire and Rescue Authority, and the Office of the Police and Crime Commissioner (OPCC) for Thames Valley.

## Maintaining balances

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

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

## Specific grants

The Government provides the Council with a number of specific grants. These grants have conditions attached to their use as detailed by Government.

The grants are allocated out to specific directorates and these are utilised to deliver the objectives contained within the grant conditions.

Grant	Amount / £m
Public Health	7.23 tbc by end of January
Local Council Tax Support	0.2
Housing Benefit administration subsidy	0.6
Better Care Fund (through existing NHS and Social Care budgets)	8.1 tbc by the end of January

### HRA Rents and Service Charges 2016/17

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

- Council house dwelling rents for 2016/17 to **decrease by 1%** over the 2015/16 rent with effect from Monday 4<sup>th</sup> April 2016. This is in line with current government guidelines and legislation.
- Garage rents, heating, utility and ancillary charges to **increase by 0.8%** with effect from Monday 4<sup>th</sup> April 2016. This is based upon the September RPI figure.
- Service charges to **increase by 0.8%** with effect from Monday 4<sup>th</sup> April 2016. This is based upon the September RPI figure.
- 'Other committee' property rents to increase by an average of 0.8% from Monday 4<sup>th</sup> April 2016 in line with the September RPI figure.

## **APPENDIX K**

### **Equality Impact Assessments**

# Equality Impact Assessment

<b>Directorate: Customer &amp; Community Services</b>	
<b>Service: Community Development</b>	
<b>Name of Officer/s completing assessment: Claire Skeates/ Kam Bhatti</b>	
<b>Date of Assessment: 27<sup>th</sup> January 2016</b>	
<b>Name of service/function or policy being assessed: Phased reduction in support to a series of activities that include summer and half term activities for all ages in targeted neighbourhoods delivered through a number of community centres.</b>	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, <b>service change</b>, function that you are assessing?</p> <p>12 children's and young people's activities and programmes will be delivered at Chalvey and Britwell Centres, targeted programmes will be delivered to engage with young people from these areas. Benefits to the individuals will include improved self esteem, employability skills improved, events and community programming experience gained and by engaging them in positive activities we will be reducing the risk of anti social behaviour.</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The initial delivery is through the community development team with a planned targeted approach that includes recruiting and training local people and current users to take responsibility for the planning and delivery of activities for children and young people. Plan is to shift responsibility from Community development team to local groups and individuals as part of community capacity building.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p>

Protected Characteristic	Differential Impact		
	Yes	No	N/A
Age:	X		
Disability:	X		
Gender Reassignment:		X	
Marriage and Civil Partnership:		X	
Pregnancy and maternity:			X
Race:		X	
Religion and Belief:		X	
Sex:		X	
Sexual orientation:		X	
Other			X

**Age:** Predominantly children and young people

**Disability:** Some of the programmes and projects offer opportunities for people with a learning or physical disability to be fully integrated into mainstream activity.

4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>No positive impact with reduction in service.</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>Children and young people will be directly affected by the savings through potentially less activities held at Community venues for young people organised by Community Development team. Will impact in number of key areas including improved self esteem, employability skills improved, events and community programming experience gained. By reducing activities there is a risk that young people will engage in anti-social behaviour and crime. The fear of crime and changing perceptions of an area may occur as children will not be engaged in positive activities.</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence</p>



	<p>sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>Community development team only been operational since June 2015 and evidence from activities planned so far is anecdotal. Team are using police crime data, antisocial behaviour information and feedback from local groups to identify what activities are required in community venues. We know that current community activities at the community centres are well attended with up to 20 plus young people participating in the activities. We also know that with youth centre provision is limited across the borough and we predict that more than 50 young people will be affected each month.</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>Community groups are being engaged and spoken to about taking on more and doing more in community settings. We have arranged skills training for smaller groups, with a view to these groups developing their capacity and working with us to develop programmes for young people and adults across the borough.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>There is a risk if communities/ community groups do not pick up the opportunity to run activities themselves. We also know that community activities in community centres are proven to bring communities together, improving community relations and cohesion.</p> <ul style="list-style-type: none"> <li>• Not all community organisations have been informed of these proposals and future funding reductions</li> </ul>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>Look for external funding / partnership funding to sustain current programmes.</p> <p>Engaging and working with a range of community and voluntary organisations and supporting them with bid applications to help them put on targeted activities at community venues. This has already been successful in helping other groups access new activities and services e.g. Milan Centre users, Colnbrook neighbourhood scheme</p>

10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>Feedback from community groups developing bids Regular community group meetings Increased support for grant bid applications Increased training provided in partnership with Slough Council for Voluntary Services to support voluntary sector skills and group development including capacity building and a drive to change and focus on neighbourhood priorities Monitor the reports of anti social behaviour Monitor usage of community buildings through bookings and income</p>

<b>What course of action does this EIA suggest you take? More than one of the following may apply</b>	✓
<b>Outcome 1: No major change required.</b> The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
<b>Outcome 2: Adjust the policy</b> to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
<b>Outcome 3: Continue the policy</b> despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
<b>Outcome 4: Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

### Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

<b>Action</b>	<b>Target Groups</b>	<b>Lead Responsibility</b>	<b>Outcomes/Success Criteria</b>	<b>Monitoring &amp; Evaluation</b>	<b>Target Date</b>	<b>Progress to Date</b>
Look for external / sponsorship funding to sustain Community programmes and activities	Children and young people	Kam Bhatti	External funding is secured to enable the continuations of the community programmes by the Community Development Team across community settings, which offers children and young people to experience new programmes and activities	Ongoing	January 2017	

			which support their wellbeing, learning and behaviour.			
Develop new courses / training opportunities to ensure the voluntary sector are ready to take on the additional responsibilities and management of community activities in community centres	Children, young people, families and adults	Kam Bhatti	That the voluntary sector is has the skills and ability to manage and run community programmes	Monitor impact of voluntary sector takeover and delivery of key programmes	Jan 2017	

**Name:**

**Signed:** ...Claire Skeates/ Kam Bhatti.....(Person completing the EIA)

**Name:** .....

**Signed:** .....( Policy Lead if not same as above)

**Date:**

# Equality Impact Assessment

<b>Directorate: Wellbeing</b>	
<b>Service: Adult Social Care</b>	
<b>Name of Officer/s completing assessment: Alan Sinclair</b>	
<b>Date of Assessment: December 2015</b>	
<b>Name of service/function or policy being assessed: reform of Social Care 1 Promoting independence</b>	
11.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?            In line with the new responsibilities in the Care Act – supporting as many people as possible to manage their own care needs and as many as possible via a direct payment. More targeted support from the voluntary sector and a preventive approach with less people reaching crisis point.</p>
12.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.            All of adult social care</p>
13.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p><b>Age:</b>  <b>Disability:</b>  <b>Gender Reassignment:</b>  <b>Marriage and Civil Partnership:</b>  <b>Pregnancy and maternity:</b>  <b>Race:</b>  <b>Religion and Belief:</b>  <b>Sex:</b>  <b>Sexual orientation:</b>  <b>Other:</b></p>

	<p>Main impact will be for older people and people with disabilities and their carers. A more personalised approach means that people will get services that meet their individual needs.</p>
14.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information. People being more in control of their care needs. People getting the services and supports they need based on a person centred approach. Less people being in crisis and needing admission to hospital or care home. More targeted and universal prevention support provided by local community and voluntary sector identifying and supporting people at an earlier point.</p>
15.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why? Some people may not be eligible for support from the council. Some people may not want to take control of meeting their care needs</p>
16.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc). These changes are being planned to support the new ways of working outlined in the Care Act 2014. The Act has had national consultation. Where we think that further local consultation or engagement is required this will be undertaken.</p>
17.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved? Yes conversations and engagement with voluntary and community groups and representatives of users and carers including Healthwatch and carers forum.</p>
18.	<p>Have you considered the impact the policy might have on local community relations? Yes and communications and engagement has come out nationally with the Care Act and local engagement as described in 7. above.</p>
19.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact? These have been developed alongside each plan under this objective.</p>
20.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below. Progress and impacts will be reported through the Care Act Programme Board. The implementation of the Act is one of the Councils Gold projects and therefore progress gets reported to CMT and then Cabinet on a monthly basis.</p>

<b>What course of action does this EIA suggest you take? More than one of the following may apply</b>	✓
<b>Outcome 1: No major change required.</b> The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
<b>Outcome 2: Adjust the policy</b> to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
<b>Outcome 3: Continue the policy</b> despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
<b>Outcome 4: Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

### Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

Name:

Signed: Alan Sinclair.....(Person completing the EIA)

Name: .....

Signed: .....( Policy Lead if not same as above)

Date: Dec 15

# Equality Impact Assessment

<b>Directorate:</b> Wellbeing Directorate	
<b>Service:</b> Learning Disabilities	
<b>Name of Officer/s completing assessment:</b> Alan Sinclair	
<b>Date of Assessment:</b> December 2015	
<b>Name of service/function or policy being assessed:</b> Learning Disabilities Change Programme - Internal Learning Disability Services	
<b>21.</b>	<p><b>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</b></p> <p>A key objective of the programme is to ensure that the Learning Disability Change Programme delivers a significantly modernised, inclusive and localised service for people with learning disabilities in Slough. A service that will enable people with learning disabilities to live wherever possible within the community with appropriate levels of support and adaptations to properties as well as the ability to exercise choice and control over their lives by choosing from a range of employment, education and other activity programmes that meet their wishes and needs from a range of commissioned providers monitored closely for the quality of their service. Alternatively and in accordance with the principles of personalisation they may make other arrangements as they see fit, supported by their families’.</p> <p>The Learning Disability Change Programme brings together a number of strands of work (projects) relating to learning disabilities services in Slough. The main purpose of the programme will be to:</p> <ul style="list-style-type: none"> <li>• increase the number of people with learning disabilities in Slough who are able to live independently with support;</li> <li>• provide new and different models of care for people who need higher levels of support;</li> <li>• provide opportunities for care closer to home</li> <li>• provide different models of day opportunities</li> <li>• provide value for money services</li> <li>• reshape the market in Slough in partnership with commissioners and providers to provide more locally based residential, supported living, day, learning and employment opportunities for people with learning disabilities</li> <li>• improve the experience of young people and their families making transition to adult services through the existence of an agreed and robust protocol which maximises personalisation, community living and value for money.</li> <li>• Review and rereprovide the Council provided learning disability services</li> </ul> <p><b>What is being proposed:</b></p>



	<p>This part of the change programme relates to proposed changes to the council provided learning disability services:</p> <ul style="list-style-type: none"> <li>- One 8 bedded residential care service</li> <li>- One 8 bedded respite (replacement care) service</li> <li>- Day services – across 3 current sites</li> </ul> <p>Over the next 2 years all 3 of these service will be reviewed and redefined and market tested.</p> <p>Work has started and will continue to engage with and consult with current and future user of these services, family carers and employees.</p>
<p><b>22.</b></p>	<p><b>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</b></p> <p>In-house teams and commissioning and contracting will be involved in reshaping the market to meet the demands of the new services in partnership with community stakeholders and providers</p>
<p><b>23.</b></p>	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p><b>Age:</b>  <b>Disability:</b>  <b>Gender Reassignment:</b>  <b>Marriage and Civil Partnership:</b>  <b>Pregnancy and maternity:</b>  <b>Race:</b>  <b>Religion and Belief:</b>  <b>Sex:</b>  <b>Sexual orientation:</b>  <b>Other:</b></p> <p>It is intended that the services will be inclusive and personalised to all people with learning disabilities and families who receive social care services, and may have any of the characteristics listed above and these will be taken into account as part of</p>

	<p>delivery of a personalised service. This will have a positive impact for people with any of these characteristics.</p>
<p><b>24.</b></p>	<p><b>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</b></p> <p>As enshrined in the original Valuing People we affirm that people with a learning disability are people first with the right to lead their lives like any others, with the same opportunities and responsibilities, and to be treated with the same dignity and respect.</p> <p>They and their families and carers are entitled to the same aspirations and life chances as other citizens such as;</p> <ul style="list-style-type: none"> <li>• Including Everyone</li> <li>• Personalisation, choice and control</li> <li>• Having a Life</li> <li>• People as Citizens</li> <li>• Making it Happen</li> </ul> <p>This means that we intend to include those people who wish to be included to provide more choice over housing, day opportunities and personal finances, leading to more choice and control over where they live, what they do and how they spend their time. Within this personalised budgets will allow more choice and control on who provides care and support and enable flexibility to change things.</p>
<p><b>25.</b></p>	<p><b>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</b></p> <p>Some families/carers and customers may be anxious as we move from traditional day care, respite and residential care options to more supported and inclusive options in the community. The program will be phased, working first with those who have identified an interest, using appropriate advocacy and support, and also phased over time so that the risk of social isolation or carer stress is minimised, with individual support, and social inclusion is maximised through creative use of support plans and personal budgets.</p>
<p><b>26.</b></p>	<p><b>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</b></p> <p>The programme will support people with disabilities to gain fuller access to mainstream facilities in line with the social model of</p>

	<p>Disability which aims to reduce the barriers that people with disabilities face in playing a full part in the life of the community. Individual assessments will be undertaken with all the people whom this program intends to benefit, with their families over time, to develop realistic and person-centred support plans, whilst simultaneous work is done with the affected staff and trade unions, prior to any relevant formal consultation being undertaken</p>
<p><b>27.</b></p>	<p><b>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results e.g. have the staff forums/unions/ community groups been involved?</b></p> <p>Extensive consultation has been and will be undertaken over life of the project with stakeholders including the Learning Disability Partnership Board, staff, customers, families and relevant community groups including providers.</p> <p>Consultation events have been held over the past few months with people with a learning disability, families and providers and staff.</p> <p>A participation officer is engaged to ensure that leaflets, appropriate forms of communication and meetings are held to assist in an all round participation of all parties.</p>
<p><b>28.</b></p>	<p><b>Have you considered the impact the policy might have on local community relations?</b></p> <p>There will be an impact on community relations where:</p> <ul style="list-style-type: none"> <li>a) there are houses inhabited by people with disabilities who may have chaotic behaviour; this is being managed by working with experienced providers and by choosing housing in suitable and appropriate accommodation in the right locations.</li> <li>b) Secondly where a new build development is taking place it is anticipated that local people will be able to contribute their views on the planning process in terms of the design and location of the buildings, and by ensuring that new residents are able to engage with the local community opportunities for shopping, leisure and employment.</li> </ul> <p>These elements will be managed carefully by working with experienced partners.</p>
<p><b>29.</b></p>	<p><b>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</b></p> <p>Risks and mitigating actions have been identified in each project work stream but it is intended to individually assess and plan with customers in a phased way over time, and to implement the changes in a phased way over time</p>

30.

**What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.**

Outcome measures :

- People telling us about their experience of transitions, that there is a written and agreed Transitions Protocol, as well as knowing about the numbers and money needed for those making the transition from Children and Young People Services to Adult Services, tracked over a 4 year period.
- What people tell us about our day services, our employment services and our supported living services over the next 4 years
- Numbers of Personal Budgets to People with Learning Disabilities
- Numbers of people who have moved into the community from residential care
- The number of people who have moved back to Slough from residential care outside of the area
- Numbers of people supported into employment
- An increase in the number and type of day opportunities available to people to choose
- Complaints and compliments trends
- Numbers of carers' short breaks
- PWLD from black and ethnic minorities in receipt of a person-centred support plan

<b>What course of action does this EIA suggest you take? More than one of the following may apply</b>	✓
<b>Outcome 1: No major change required.</b> The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
<b>Outcome 2: Adjust the policy</b> to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
<b>Outcome 3: Continue the policy</b> despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
<b>Outcome 4: Stop and rethink</b> the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

<b>Name:</b> Alan Sinclair <b>Signed:</b> .....(Person completing the EIA)  <b>Name:</b>  <b>Signed:</b> .....( Policy Lead if not same as above)
<b>Date:</b> Dec 15

## **Appendix L -Efficiency Strategy – for the use of Capital Receipts**

As part of the Local Government Spending Review announced on the 17<sup>th</sup> December, the Government has provided Councils with the flexibility of utilising Capital Receipts for qualifying expenditure. This is to enable authorities to fund transformation and cost reduction programmes from capital receipts rather than revenue expenditure.

### **Qualifying expenditure**

The Government has termed qualifying expenditure per the below. Appendix A highlights some of the suggestions from Government, but these are not exhaustive.

*Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility. Set up and implementation costs of any new processes or arrangements can be counted as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.*

### **Requirements of the Strategy**

As part of the Strategy, Government have set out that the following must be included:

- list each project that plans to make use of the capital receipts flexibility, that it details the split of up front funding for each project between capital receipts and other sources, and that on a project by project basis, a cost benefit analysis is included to highlight the expected savings.
- The Strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years
- From the 2017-18 Strategy and in each future year, the Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial cost/benefit analysis
- restructuring must payback within 1 year in the whole, and within 24 months for an individual
- The Strategy should be approved by the full council

### **Timescales**

The flexibilities for using capital receipts are due over the period April 2016 to March 2019.

### **Key projects**

Below are a list of key projects that could incur capital receipts to fund them. These are indicative at present as the timings of the costs will not all be in the next financial year, but these give a summary of the key projects that could be used as qualifying expenditure under the Efficiency Strategy. They will each be subject to a business case as well to identify the costs and benefits of the respective programmes.

<b>Project</b>	<b>Capital Receipts funded / £m</b>	<b>Other sources / £m</b>	<b>Expected Savings / £m</b>
Adult Social Care Transformation	<b>0.8</b>	<b>0.4</b>	5.1 ongoing savings by year 3

programme resources			
Agresso system efficiencies	<b>0.25</b>		Tbc subject to formal business case – expected to be £0.1+ p.a
Development of income generation proposals from capital assets	<b>0.25</b>		0.7 income generation
Development of housing company	<b>0.2</b>		0.2 income generation
Development of Berkshire shared finance service	<b>0.2</b>		0.2 ongoing savings
Asset Challenge & support for flexible working	<b>0.2</b>		0.2 ongoing savings
Re-commissioning of major contracts to delivery procurement savings and more effective use of frameworks	<b>1.5</b>		Depends upon market price, but at least 0.5 ongoing savings post new commissioning options from 2018
Restructuring	<b>0.5</b>		Depends upon other budget savings over the MTFS but payback on all posts to be within a maximum of within 1 year in the whole, and within 24 months for an individual.
Digital Transformation to deliver more efficient services	<b>0.12</b>		Tbc – depends upon proposed solutions to meet the 5YP
Counter-Fraud Invest to Save proposal	<b>0.05</b>		Additional income through counter-fraud arrangements – 0.05
Council Tax and Business Rates collection increases	<b>0.3</b>		0.6 ongoing increases in CTX collection over life of the MTFS
Slough Children's Services Trust	<b>0.55</b>		Invest to save bid to reduce ongoing revenue costs to projections of between £1-2m

			p.a. over the next four years
Devolution bid funding for service change and integration	<b>0.05</b>		tbc

### Capital receipts expected in 2016-17

- **Ledgers Road**

### Prudential indicators impact

The Council has factored in utilising £2.5m of capital receipts in the next financial year. The Capital strategy has been adjusted to take account of the above and impact on utilising borrowing / internal balances and impact on the MRP / revenue balances.



## Government summary of example programmes

- Sharing back-office and administrative services with one or more other council or public sector bodies
- Investment in service reform feasibility work, e.g. setting up pilot schemes
- Collaboration between local authorities and central government departments to free up land for economic use
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation
- Sharing Chief-Executives, management teams or staffing structures
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others)
- Integrating public facing services across two or more public sector bodies (for example children's social care, trading standards) to generate savings or to transform service delivery.

## **Appendix M – Local Welfare Provision scheme**

### **Local Welfare Provision**

**There is a £275k budget proposed in this paper to be allocated to LWP, including administration costs, as part of the pressures summary.**

#### **1. Background**

Local Welfare Provision (LWP) Funding transferred from the Department of Work and Pensions (DWP) to Local Authorities (LAs) on 1 April 2013, to provide locally-administered assistance to vulnerable people. The transfer was made under existing powers and LAs can decide for themselves how to use these funds. The DWP is keen that LAs do not replicate the DWP scheme but instead uses the funding in a way that more closely meets the needs of the community.

There is no statutory duty requiring LAs to deliver a specific scheme for administering this funding but Slough Borough Council (the Council) considered that it was in the best interests of the community to run a scheme for two years to provide the Council with an opportunity to understand and measure local demand. This scheme will be known as the Local Welfare Provision (LWP) scheme.

The LWP scheme has been in operation for two years and the demand has increased over this two year period. Central Government provided funding for two years.

The council has funds available to continue the scheme for another year and then wishes to again review the scheme, the scheme will be run on the same principals as the last two years.

The scheme will be cash-limited to the amount of funding provided by the Government. It will not replace the support mechanisms and budgets that exist elsewhere in the Council.

Slough Borough Council is committed to working with the local voluntary sector, who are key partners in working with our communities, and landlords who are an important asset in providing homes in Slough.

The purpose of this policy is to detail the Council's high level objectives in respect of Local Welfare Provision and detail how the Council will operate the scheme, including the factors that will be taken into account when considering if an LWP award can be made. Each case will be treated strictly on its merits and all applicants will be treated equally and fairly when the scheme is administered.

In principle, this scheme will consider two categories of need:

- Crisis Awards
- Community Care Awards

By the fact that both of the above awards are determined on a similar discretionary basis, an application for a Crisis Award may be treated as an application for a Community Care Award, vice versa.

Further, if an applicant is entitled to Housing Benefit and is suffering from exceptional hardship as a direct result for housing costs (eg. Contractual rent,), an application may be treated in accordance with the Council's Discretionary Housing Payment Policy.

#### **2. Statement of Objectives**

The Council will consider making an LWP award to applicants who meet the qualifying criteria, as specified in this policy, providing sufficient funding from the Government grant for this purpose is available at the time of the Council's decision. We will treat all applications on their individual merits. An LWP award will normally be an urgent, one off provision used as a short term fix to prevent a long term problem, and we will seek to:

- prevent serious risk to the health, well being or safety of the area's most vulnerable and financially excluded residents;
- ease severe financial pressure on families in certain situations;
- help those, without the necessary means, to either establish themselves in the community as a transition from care or prison or to remain in their community;
- give flexible financial help to those in genuine need.

### **3. Policy**

#### **3.1. Main Features of the Scheme**

The main features of the Slough LWP scheme are that:

- it is discretionary;
- an applicant does not have a statutory right to a payment;
- the total expenditure in any one year resulting from awards under this scheme will not exceed the value of the funding received from the DWP;
- the payment may be treated as a loan with repayment required, e.g. interim payment whilst awaiting Job Seekers Allowance;
- the operation of the scheme is for the Council to determine;
- the Council may choose to vary the way in which funds are allocated according to community needs and available funds;
- other than the normal appeal against the application of a discretionary function by Judicial review, there is no right to a statutory appeal of any application decision. In the interests of fairness the Council will operate an internal review procedure for appeals.

#### **3.2. LWP award applications**

1. An application for an LWP award must be made in a way that is acceptable to the Council. The application must be made by the person to whom the application relates (the applicant) but the applicant can ask a council officer or another person to complete the application.
2. We may determine such other bodies, as we decide are appropriate, to be authorised to decide applications and they will be granted secure access to the necessary Council systems for this purpose.
3. Applications from people not meeting the minimum eligibility criteria will not be considered.
4. We may request any reasonable evidence in support of an application for an LWP award. The applicant will be asked to provide the evidence and it must be provided within one month of the request although this will be extended in appropriate circumstances.
5. We reserve the right to verify any information or evidence that the applicant supplies, in appropriate circumstances, with other council departments, government agencies and external organisations or individuals. We may also use the information for the detection/prevention of fraud.

6. If the applicant is unable to or does not provide the required evidence, in the agreed time, we may treat the application as withdrawn by the applicant and we will not be under an obligation to decide it.
7. We are under no duty to make an LWP award. Where funds are available from another source we will signpost the applicant to those sources rather than make an LWP award.
8. We will aim to decide applications for emergency assistance within 1 working day and all other applications within 10 working days, excluding any days that it takes for an applicant to provide any evidence.

### **3.3. Eligibility Criteria**

An application will only be considered where the applicant satisfies each of the following 9 criteria and at least criterion A or B. References to Slough mean the area within Slough Borough Council's boundary. The applicant must:

1. be aged 16 or over;
2. be able to demonstrate that they have a settled residence in Slough, or have been placed outside of the borough by the council, in the case of someone leaving prison or care, be about to move into Slough;
3. not have savings that can be relied upon to meet the need to which they are presenting;
4. Have a reduction in income, for example the transition period of earning and claiming welfare benefits, or a reduction in working hours
5. Have not received, or be able eligible to receive help from other public funds for the same category.
6. not be excluded from applying for public funds on the basis of immigration status;
7. not have received an LWP award in the past 6 months, unless they can demonstrate significant exceptional need;
8. not have been refused an LWP award for the same need in the past 6 months, unless they can demonstrate exceptional/changed circumstances;
9. be without sufficient resources which would in turn cause serious risk to their own, or their family's health or safety or well being;

#### **AND**

- A.** must require essential assistance to establish, or to remain, in the community;
- or
- B.** must require essential assistance with an emergency (eg: illness/emergency travel costs).

### **3.4 Awarding an LWP**

In deciding whether to make an LWP award we will have regard to the applicant's circumstances including:

- any sources of credit such as cash cards, store cards, credit cards, cheque cards, cheque accounts, overdraft facilities, loan arrangements;
- any help which is likely to be available from other funds, such as Short Term Advances and

Budgeting Advances issued by the Department for Work and Pensions to out of work benefit claimants; [This facility is appropriate for applicants that have lost or spent money, or are in need of money while they wait for their first payment.]

- the financial circumstances of the applicant, any partner, their dependants and other occupiers of their household;
- the income and expenditure of the applicant, any partner, their dependants and other occupiers of their household;
- the level of indebtedness of the applicant and their family;
- any medical issues, or other exceptional needs, of the applicant, partner or dependants, or other members of their household;
- whether the circumstances of the applicant are such that an LWP award would alleviate the problems of the applicant;
- being mindful of the amount available in the LWP budget;
- the possible impact on the Council of not making such an award, e.g. the applicant becoming homeless and the costs associated with this;
- any other special circumstance of which we are aware;
- We will decide how much to award based on all of the applicant's circumstances and the LWP funds available and we will be mindful of the likely total calls on the LWP fund.
- The Council may treat the award as a loan rather than a benefit and will then in conjunction with the Customer agree repayment arrangements.

The main items that an LWP payments will be awarded for are :

- Food and Utilities
- Furniture, household equipment and connection charges
- In some case removal expenses

The council will consider any items or emergency expenses as necessary depending on the customer's circumstances which could include expenses to attend an interview if they have not been made available by the Job Centre Plus.

### **3.5. Payment of an LWP award**

We will decide the most appropriate method of payment based on the circumstances of each case. The methods may include:

- vouchers;
- provision of goods or services by the Council or third party provider;
- bank account credit to the applicant or some other person as appropriate;
- credit directly to a landlord, rent account
- cash or similar method of payment NB: in exceptional cases only

### **3.6. Notification**

We will notify the applicant of the outcome of their request on the day the decision is made. This may be by letter, email, SMS (text) or a combination of these methods.

Where the application is successful, we will tell the applicant:

- the amount of the award;
- the purpose for which the award should be used;
- the method of payment and, where applicable, of repayment.

The applicant will then need to decide whether to accept the award.

Where the request for an LWP award is unsuccessful or not met in full we will explain the reasons why the decision was made, and explain the applicant's right of appeal.

We may, with the applicant's permission, also inform a support worker or advice agency of a decision.

### **3.7. The Right to Appeal**

LWP awards are not subject to a statutory appeals process. Appeals will therefore be decided by the Council.

We will operate the following policy for dealing with appeals about either the decision not to make an award or the amount of an award:

- An applicant (or their representative) who wants an explanation of an LWP application decision may request one in writing within one calendar month of notification of the decision.
- An applicant (or their representative) who disagrees with a decision may appeal the decision.
- Any appeal must be made in writing or electronically, but must be made within one calendar month of the LWP decision being notified to the applicant.
- Where possible we will try to resolve the matter by explaining the reasons for the decision to the applicant or their representative either verbally or in writing.
- Where agreement cannot be reached, we will review the decision. The officer reviewing the decision will not have been involved in the making of the original decision. The review will be suspended if more information is needed from the applicant.
- The applicant will have one month to respond to the request for further information, thereafter the review will be undertaken on the information held.
- If we decide that that the original decision should not be revised, we will provide full written reasons to the applicant.

### **3.8. Overpayments**

If the Council becomes aware that the information contained in an application for an LWP award was incorrect or that relevant information was not declared, either intentionally or otherwise we will seek to recover the value of any LWP award made as a result of that application.

### **3.9. Fraud**

The Council is committed to the fight against fraud in all its forms. Any applicant who tries to fraudulently claim an LWP award might have committed an offence under the Fraud Act 2006.

If we suspect that fraud may have occurred, the matter will be investigated as appropriate and this could lead to criminal proceedings.

### **3.10. Publicity**

We will publicise the scheme by providing information to relevant agencies, stakeholders and other Council services.

## **4. Monitoring/ Audit of the Scheme**

To ensure transparency and consistency, there will be regular monitoring of applications made against the scheme. Such monitoring will be undertaken with due regard to the Council's responsibilities under all relevant legislation. The Council is subject to the general equality duty which requires that it has due regard to the need to:

- Remove or minimise disadvantages suffered by persons who have a relevant protected characteristic specified in the equalities act and other relevant legislation.
- Take steps to meet the needs of persons who share relevant protected characteristics that are different from the needs of persons who do not share it.
- Foster good relations.

If an applicant wishes to make a complaint about the nature in which their enquiry or application was dealt with. We will adhere to our corporate complaints procedure. Please note, there is a separate review / appeals process for applicants unhappy with their decision (see 3.7 above).

## Appendix N – Budget Simulator Consultation

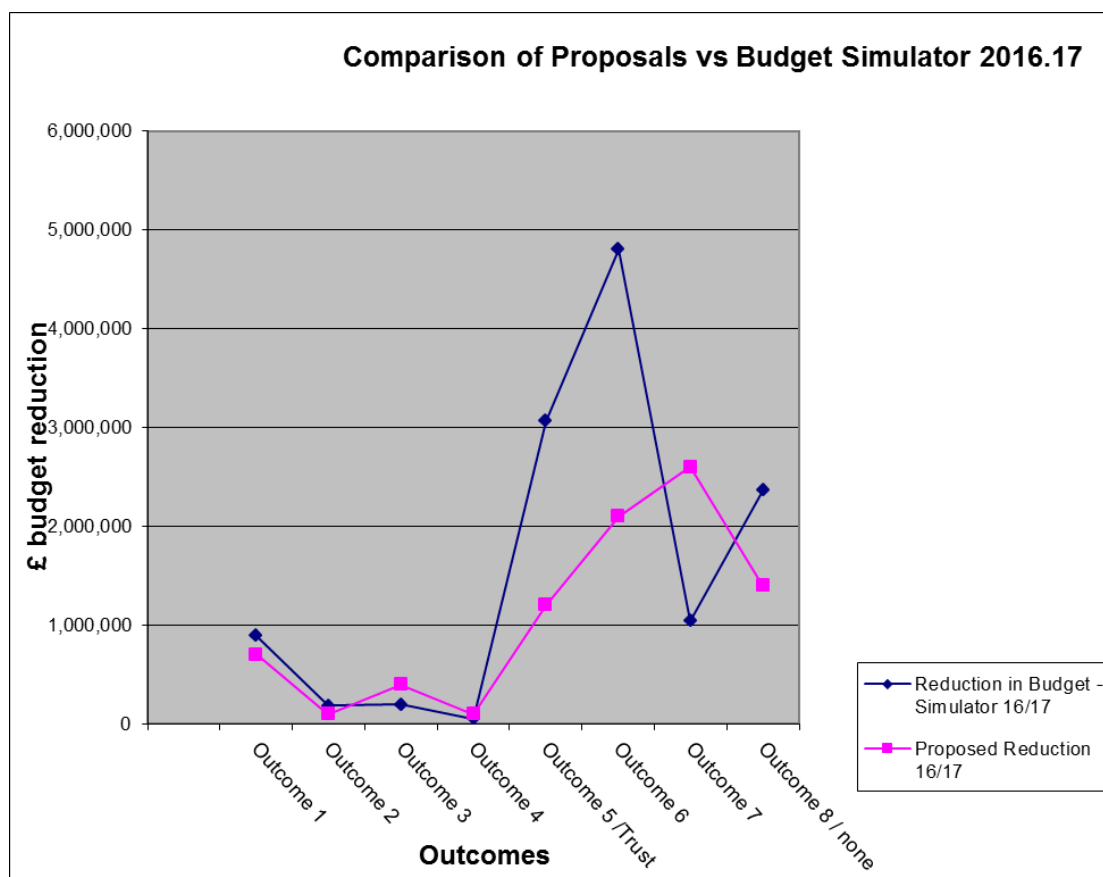
### Summary of Budget consultation

In autumn 2015, the Council consulted residents and businesses through a budget simulator exercise on the Council's budget and proposals to ensure it balances for 2016-17. The consultation was supported by a Facebook campaign as well.

The Council also took this to the Slough Business Community Partnership on the 10<sup>th</sup> December 2015 along with an overview presentation on the key budget issues and their impact on local businesses.

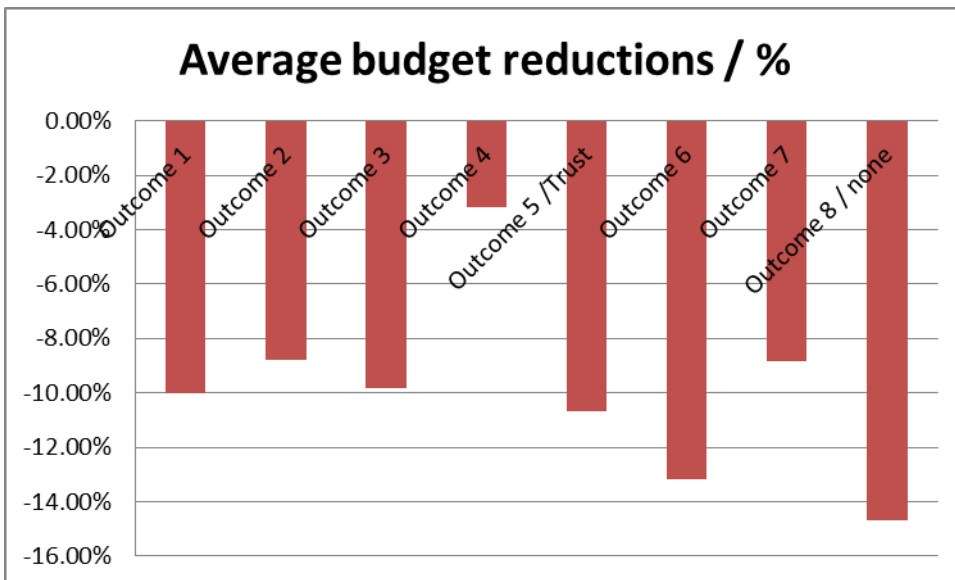
Over 500 people used the simulator with 176 completed responses.

The simulator asked residents to increase or decrease spending across the outcomes identified in the Council's 5 Year Plan. Below is a summary of how the respondents to the simulator completed the budget against the Council's proposals. There were many areas of similarity in the first four outcomes. Outcome 5 (Children's & Education), Outcome 6 (Adults) and Outcome 8 (Digital & Support services) saw respondents propose greater levels of savings than the Council is current setting out. Outcome 7 (Income and Assets and including waste management) saw respondents protect this area more than the Council's proposals. However, the 2016-17 Council proposals are primarily income generation orientated rather than focussed on waste management.

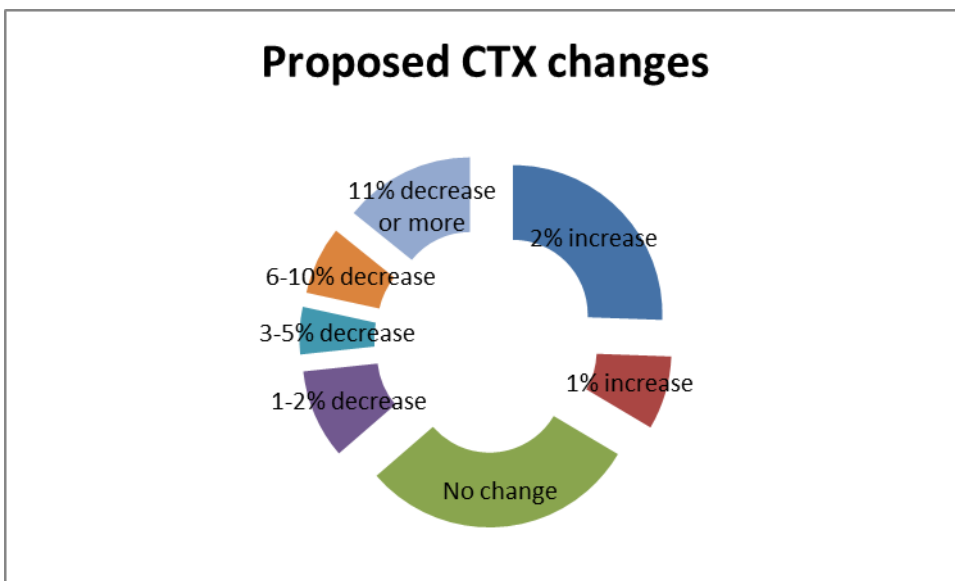


The responses also highlighted the comparative % reduction overall to the different outcomes with the greatest protection for Outcome 4 'safe' and the largest reductions in Outcomes 8 and 6.





Respondents were also asked to ensure that the budget balanced. Below is a summary of the responses. A majority of respondents went for somewhere between non change and a 2% rise (the maximum allowable in the model). There were a number of people who did propose major reductions with 8 people voted for up to a 60% reduction.



## Written responses

Respondents also took time to make suggestions both in the simulator and on the Facebook page. There are a number of comments which are available, but this paper summarises some of the key themes from respondents.

The Council Tax Support scheme proposals were not commented on by anyone.

The most talked about topic was roadwork's, road congestion, and in particular the congestion caused by the roadwork's. 13 respondents commented on how unhappy they were with the continual "messaging about" with Slough's road network.

11 respondents also thought senior management were paid too much, with a number also stating that there were too many of them. Whist two other respondents suggested that the

Council employ too many expensive Agency and Contract staff. Three other people suggested more shared services and shared senior management.

4 people suggested that Councillors should be paid less.

11 respondents commented on Council wasting money, and working inefficiently. However in most cases these comments were not backed up with an example. Where there were examples it was around being given incorrect information on the phone relating to council tax and benefits and having to make more than one phone call to get the issues resolved. The other example, raised by two people, was on the waste of money spent on the banners welcoming people to Slough

7 respondents all commented that we need to ensure we protect the vulnerable and need to be careful about cutting Social Care services further. No-one commented that the Council spends too much on Social Care; this is in contrast to the simulator results where 40% of people supported the proposal to charge users more for the services they receive and the average reduction in budget for Outcome 6 was 13%.

6 respondents talked about making Slough “cleaner”. This included suggestions to involve schools by educating children with projects around “A Clean Slough”, increasing fines to businesses creating litter and also more council activity.

There were 5 responses around stopping benefit fraud and a further 6 comments about rogue landlords, and the requirement to regulate properly. This included comments about more affordable housing.

Although we did not get any responses directly from business, 5 people commented that we should be doing more to attract businesses into the area, and get them working in partnership with the Council, and sponsoring certain activities. 2 people also suggested that we should be pushing large companies on the industrial estate to take more apprentices. One comment was that we need a long term push within the schools to give children an education which gets them apprenticeships with the large companies based in Slough, this in turn will improve the traffic problems because...”at the moment low skilled workers have to commute out of Slough whilst the higher paid workers on the trading estate commute in”

There were 3 comments along the lines of running more services “for the people by the people”. This included community centres run by charities or local people.

5 people suggested we should be using capital resources efficiently to generate revenue...whether this be housing projects or businesses owned by the Council paying rent. However, 6 other people commented on the Curve and 2 on the bus station, and all but one of these comments were unfavourable.

## SLOUGH BOROUGH COUNCIL

Pay Policy Statement  
for the Year 2016/17**1. Introduction**

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement which has been approved by Full Council.
- 1.2 No remuneration may be made to officers which falls outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has taken into account the guidance issued by the Department of Communities and Local Government in February 2012, and the supplementary guidance issued in February 2013.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.
- 1.5 This statement does not apply to schools staff as local authority schools staff are outside the scope of the legislation.
- 1.6 This statement was approved by Full Council on 25<sup>th</sup> February 2016.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed.

**2. Remuneration of Chief Officers**

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

<b>Head of the Paid Service and Statutory Chief Officers</b>		
<b>Post</b>	<b>Reports To</b>	<b>Salary Band</b>
Chief Executive / Head of Paid Service.	-	£131,232 - £157,479
Director of Wellbeing (Encompasses the statutory roles of Director of Adult Social Services and Director of Children's Services).	Head of Paid Service	SML 16 £108,014 - £125,983
Interim Director of Children's Services	Head of Paid Service	Short-term interim arrangement, 3 – 5 days per week, £682.18 per day.

Monitoring Officer (Assistant Director, Commercial Services and Procurement).	Strategic Director of Customer & Community Services	SML 13 £74,198 - £86,540  Plus a Monitoring Officer supplement of £5,000 per annum.
Chief Finance Officer / Section 151 Officer (Assistant Director, Finance).	Strategic Director of Regeneration, Housing, & Resources	SML 13 £74,198 - £86,540
Director of Public Health	The Director of Public Health is employed by Bracknell Forest Council.	
<b>Posts that report directly to the Head of Paid Service or Statutory Chief Officer</b>		
<b>Post</b>	<b>Reports To</b>	<b>Salary Band</b>
Strategic Director of Regeneration, Housing, & Resources (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £108,014 - £125,983
Strategic Director of Customer & Community Services (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £108,014 - £125,983
Assistant Director, Strategy and Engagement	Head of Paid Service	SML 13 £74,198 - £86,540
Assistant Director, OD&HR	Head of Paid Service	SML 13 £74,198 - £86,540
Assistant Director, Adult Social Care	Strategic Director of Wellbeing	SML 14 £88,948 - £101,709
Assistant Director, Public Health	Strategic Director of Wellbeing	SML 13 £74,198 - £86,540
Head of Early Years Schools Services & Special Needs	Strategic Director of Wellbeing	Vacant
Deputy Monitoring Officer	Monitoring Officer	Ad hoc external arrangement, paid at a daily rate according to need.
Corporate Financial Controller	Chief Finance Officer / Section 151 Officer	SML 11 £54,483 - £61,980  Plus a deputy s151 Officer supplement of £3,500 per annum.  Plus a market supplement of £5,161 per annum.
Directorate Finance Manager x2	Chief Finance Officer / Section 151 Officer	SML 11 £54,483 - £61,980

<b>Posts that report directly to Non-Statutory Chief Officers</b>		
<b>Post</b>	<b>Reports To</b>	<b>Salary Band</b>
Assistant Director, Assets, Infrastructure & Regeneration	Strategic Director of Regeneration, Housing, & Resources	SML 13 £74,198 - £86,540
Assistant Director Housing & Enforcement	Strategic Director of Regeneration, Housing, & Resources	SML 13 £74,198 - £86,540 (Currently protected at SML 14 £88,946 - £101,709)
Assistant Director, Commercial Services and Procurement	Strategic Director of Customer & Community Services	SML 13 £74,198 - £86,540
Head of Consumer Protection & Business Compliance	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Planning and Building Control Services	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Wellbeing & Community Services	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980
Head of Learning & Community Services	Strategic Director of Customer & Community Services	SML 11 £54,483 - £61,980

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

## 2.2 Remuneration on Appointment

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

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

## 2.3 Job Evaluation

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

## 2.4 Terms and Conditions of Employment

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

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

## 2.5 Travel and Subsistence Expenses

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

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

## 2.6 Payment of Professional Fees

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

## 2.7 Honoraria

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

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

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

## 2.8 Acting Up

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

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

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

## 2.9 Secondment

Secondments are intended to provide developmental opportunities to gain skills and experience rather than for financial gain. Therefore, secondees will normally transfer from their current position into the secondment on their existing salary. Terms and conditions of the secondee may change depending on the local variations within the department, i.e. flexi-time. However, if there is a significant difference between the secondment and the individual's salary this must be brought to the attention of the HR Department and a decision will be taken on whether to review salary arrangements in line with complexities of the job.

## 2.10 Market Supplements

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

## 2.11 Pay protection

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

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

## 2.12 Termination Payments

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

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

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

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

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

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

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

## 2.14 Pension Payments

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

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

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

3.2 "Lowest Paid Employee" means the employee on the lowest grade, assuming that the posts are full-time, excluding apprentices. The lowest grade is Level 1, £15,144.90.

## 3.3 Unsocial Hours Payments

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

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

## 3.4 Terms and Conditions of Employment

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

## **4. Relationship Between the Remuneration of Our Chief Officers and Our Lowest Paid Staff**

4.1 The pay of the Chief Executive is currently £157,479. This is 10.4 times the pay of our lowest paid employees.

4.2 The pay of the Chief Executive is currently 4.42 times the pay of mean average earnings of our employees. Mean average pay is currently £35,641.



**NEW SLOUGH LEVELS STRUCTURE 1st January 2015 (inclusive of living wage at SCP 9)**

Level	SCP	Basic	L/W	Inclusive Annual Salary	
L1	01	5			
	02	7			
	03	9	14269.90	875	15144.90
L2	01	10	14338	875	15213
	02	11	15207	875	16082
	03	13	15941	875	16816
L3	01	14	16231	875	17106
	02	16	16969	875	17844
	03	18	17714	875	18589
L4	01	19	18376	875	19251
	02	20	19048	875	19923
	03	21	19742	875	20617
	04	22	20253	875	21128
L5	01	23	20849	875	21724
	02	24	21530	875	22405
	03	25	22212	875	23087
	04	27	23698	875	24573
	05	29	25440	875	26315
L6	01	30	26293	875	27168
	02	31	27123	875	27998
	03	32	27924	875	28799
	04	34	29558	875	30433
	05	35	30178	875	31053
L7	01	36	30978	875	31853
	02	37	31846	875	32721
	03	38	32778	875	33653
	04	40	34746	875	35621
	05	41	35662	875	36537
L8	01	42	36571	875	37446
	02	44	38405	875	39280
	03	46	40217	875	41092
	04	47	41140	875	42015
L9	01	48	42053	875	42928
	02	50	43868	875	44743
	03	52	45716	875	46591
	04	53	46647	875	47522
L10	01	54	47632	875	48507
	02	55	48613	875	49488
	03	57	50593	875	51468
	04	59	52555	875	53430

Living Wage

**SLOUGH BOROUGH COUNCIL**  
**SENIOR MANAGEMENT GRADES**  
**EFFECTIVE FROM 1<sup>st</sup> January 2015**

<b><u>GRADE</u></b>	<b><u>SALARY RANGE</u></b>	<b><u>GRADE</u></b>	<b><u>SALARY RANGE</u></b>	<b><u>GRADE</u></b>	<b><u>SALARY RANGE</u></b>
<b>SML111</b>	54,483	<b>SML121</b>	64,428	<b>SML131</b>	74,198
<b>SML112</b>	56,982	<b>SML122</b>	66,876	<b>SML132</b>	78,103
<b>SML113</b>	59,481	<b>SML123</b>	69,324	<b>SML133</b>	82,212
<b>SML114</b>	61,980	<b>SML124</b>	71,772	<b>SML134</b>	86,540
<b>SML141</b>	88,946	<b>SML151</b>	100,197	<b>SML161</b>	108,014
<b>SML142</b>	93,627	<b>SML152</b>	103,404	<b>SML162</b>	113,699
<b>SML143</b>	98,555	<b>SML153</b>	108,846	<b>SML163</b>	119,684
<b>SML144</b>	101,709	<b>SML154</b>	114,575	<b>SML164</b>	125,983