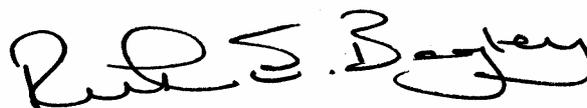


Date of issue: 11<sup>th</sup> September 2009

<b>MEETING</b>	<b>CABINET</b>	
	<b>Councillor Anderson</b>	<b>Leader of the Council - Finance &amp; Strategy</b>
	<b>Councillor S Chaudhry</b>	<b>Community &amp; Leisure</b>
	<b>Councillor S K Dhaliwal</b>	<b>Performance &amp; Accountability</b>
	<b>Councillor Matloob</b>	<b>Opportunity &amp; Skills</b>
	<b>Councillor Pantelic</b>	<b>Education and Children</b>
	<b>Councillor Parmar</b>	<b>Environment &amp; Open Spaces</b>
	<b>Councillor Small</b>	<b>Health &amp; Wellbeing</b>
	<b>Councillor Swindlehurst</b>	<b>Neighbourhoods &amp; Renewal</b>
<b>DATE AND TIME:</b>	<b>TUESDAY, 22ND SEPTEMBER, 2009 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	<b>CATHERINE MEEK</b> <b>(01753) 875011</b>	

**NOTICE OF MEETING**

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



**RUTH BAGLEY**  
Chief Executive

**NOTE TO MEMBERS**  
This meeting is an approved duty for the payment of travel expenses.

**AGENDA**

**PART 1**



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
1.	Declarations of Interest  (Members are reminded of their duty to declare personal and personal prejudicial interests in matters coming before this meeting as set out in the Local Code of Conduct).		
2.	Minutes of the Meeting held on 6th July 2009	1 - 6	
3.	Performance and Financial Reporting for 2009/10	7 - 60	All;
4.	<b>Approval of the Slough Local Development Framework - Site Allocations Development Plan Document and Proposals Map</b>	<b>61 - 72</b>	<b>All;</b>
5.	<b>Libraries Strategic Review</b>	<b>73 - 90</b>	<b>All;</b>
6.	<b>Thames Valley Athletic Centre Contract</b>	<b>91 - 94</b>	<b>All;</b>
7.	<b>Budget Issues for the New School on the Former Lea Site</b>	<b>95 - 118</b>	<b>Central; All</b>
8.	IT Resilience and Business Continuity	To Follow	All;
9.	Scambusters Report	119 - 124	All;
10.	Housing Needs Activity Report and Homelessness Strategy	125 - 166	All;
11.	Application to Register Garage Compound and Play Area in Upper Lees Road as Village Green	167 - 178	Britwell;
12.	Green and Built Environment Contracts in Excess of £250,000	179 - 182	All;
13.	References from Overview and Scrutiny	To Follow	All;
14.	Executive Forward Plan	183 - 192	All;

**AGENDA  
ITEM**

**REPORT TITLE**

**PAGE**

**WARD**

15. **EXCLUSION OF THE PRESS AND PUBLIC**

It is recommended that the press and public be excluded from the meeting during consideration of the item in Part II of the Agenda as it involves the likely disclosure of exempt information relating to the financial affairs of any particular person (including the Authority) as defined in paragraph 3 of Part 1 Schedule 12A of the Local Government Act 1972 (as amended).

**PART II**

16. Thames Valley Athletic Centre Contract - PARTII 193 - 198 All;

**Press and Public**

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Special facilities may be made available for disabled or non-English speaking persons. Please contact the Democratic Services Officer shown above for further details.

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 6th July, 2009.**

**Present:-** Councillors Anderson (Chair), S Chaudhry, Matloob, Parmar, Small and Swindlehurst.

**Apologies for Absence:-** Councillors S K Dhaliwal and O'Connor.

**PART I**

**12. Declarations of Interest**

No declarations of interest were received.

**13. Minutes**

The minutes of the Cabinet meeting held on 16th June, 2009 were agreed as a correct record subject to the resolution in Minute 8 (Extension to the Interim Accommodation Arrangements for Iqra Slough Islamic Primary School) being amended to read 'in consultation with' in place of 'in conjunction with'.

The Chair proposed and it was agreed that the order of business be varied to enable the item on Slough Town Football Club to be taken next.

**14. Slough Town Football Club**

The Assistant Director of Property Services advised Members of a proposal that had been received on behalf of Slough Town Football Club (STFC) and Paradigm Housing Association (Paradigm) for disposal of the former Arbour Vale School site.

STFC's previous proposals for the development of the Arbour Vale site had been considered by the Cabinet in February 2008 following which the Club was given three months to provide additional detailed information. Despite being unable to respond in a satisfactory form, discussions had continued between Officers and representatives of both the Club and Paradigm to find an acceptable alternative solution for the delivery of a new club facility on the site which would provide a new permanent home for STFC in the Borough.

As a result of the ongoing negotiations a revised outline proposal had been received from the Club and Paradigm involving two main components – a residential development and a community football stadium. Details of the proposed transactions were summarised in the report along with plans showing the development proposals.

Valuations of land in the current economic market were proving very difficult. If the Cabinet agreed the recommendation then it would be a condition of any transaction with Paradigm and STFC that a formal valuation was undertaken which would determine the level of any undervalue. If the result was an undervalue of less than £2m then the Council could use its wellbeing powers in conjunction with its powers to provide leisure facilities to authorise the

transaction. If the undervalue was more than £2m then the Council could use its powers to contribute towards provision of the leisure facilities from the proceeds of the sale.

Members were advised that the structure of the proposed transaction was such that it was possible to sell the site with or without the West Wing remaining in situ and the decision could be taken by Members at a later date on whether or not this part of the site should be included in the sale. Officers were currently considering a number of options relating to the possible re-provision of West Wing's performing arts facility including Heart of Slough and recommendations will be the subject of a future separate report to Members.

Members were advised that the Overview and Scrutiny Committee had considered this report at its meeting on 2<sup>nd</sup> July, 2009 and representatives from both STFC and Paradigm had attended the Overview and Scrutiny Committee to promote the proposals and answer specific questions relating to the development. Members of the Committee had been generally supportive of the proposals and the desire to bring the Football Club back within the boundaries of the town. However, there were some concerns over the potential loss of the West Wing arts facility and recommended that the proposal submitted by the STFC should be supported in principle but that the West Wing arts facility should be retained if at all possible given the currently poor level of participation in the arts by Slough residents.

The Cabinet received a presentation from the Chairman of the Slough Town Football Club and a representative from Paradigm Housing on the details of the proposals and the benefits to the council, town and community in proceeding with the proposals.

In discussing the proposals Cabinet Members welcomed the scheme as it had been part of the Administration's manifesto to work with Slough Town Football Club. Cabinet Members very much hoped that there would not be planning issues if the housing footprint stayed the same as it was currently. Members discussed the possible mix of housing to be provided acknowledging that the pressure on the housing register was for three, four and five bedroom houses within the town. In answer to questions Members were advised that it was envisaged that the community facility would be open and available for community use. Members noted the Overview and Scrutiny Committee's recommendation and confirmed that the future of the West Wing would be considered at a later date. Members welcomed the fact that the proposed stadium would be as flexible as possible to ensure that there could be as wide a use of it as possible. With regard to the standard of football that Slough could aspire to play in the proposed stadium, Members were advised that, with investment, it could be developed to Conference Level.

Members considered the valuation of the land and noted that if the undervalue was less than £2m the Council could use its well being powers. Members considered that the proposal clearly demonstrated economic, social and environmental benefits. The Chair thanked the representatives of the Football

## **Cabinet - 06.07.09**

Club and Paradigm Housing and the Officers for their work in bringing this report to Members which was very much welcomed and Members looked forward to the scheme progressing.

### **Resolved -**

- (a) That the contents of the report and representations from Slough Town Football Club and Paradigm Housing Association be noted.
- (b) That the Council wishes to see a football stadium built within the town for sports and community related users.
- (c) That the proposed terms for disposal of the former Arbour Vale site be approved and that the Borough Solicitor and Secretary, in conjunction with the Director of Resources be authorised to complete a formal agreement on these terms, subject to any alterations or amendments required to make commercial sense or to protect the Council's interests.
- (d) That members have considered the Well-Being Powers of Part 1 of the Local Government Act 2000 and have judged that this proposal represents a scheme which will directly affect the economic social and environmental well being of their area.
- (e) That the recommendation from Overview & Scrutiny Committee be noted.

## **15. Performance and Financial Reporting for 2009/10**

The Cabinet considered a report highlighting the Council's overall performance from delivery of service to financial management. The report focused on performance management, debt recovery and the revenue monitoring position to January 2009.

As part of the general debate on the item it was agreed that the Director of Resources would provide Councillor Matloob with a breakdown of staff from BAME backgrounds occupying senior positions.

**Resolved -** That the following aspects of the report be noted:

- i. Performance
- ii. Human Resources – Qtr 4 Statistics
- iii. Financial performance – revenue.

## **16. IT Computer Room - Proposed Way Forward**

The Cabinet considered a report proposing the relocation of the Council Computer Room as part of the Council's Accommodation Strategy.

The Director of Resources outlined the options available to the Cabinet and the reasons behind recommending placing equipment in a purpose built commercial data centre. Officers had investigated a number of providers of hosted computer rooms. Based on experience in the market, contractual requirements around pricing in Euros, Officers recommended the Sungard

option and full details of the recommendation were contained in the report. The Director of Resources advised that there had been a concern with regard to the need to issue a new telephone number for services, however this had now been resolved and the telephone number for 'My Council' and contacts could be retained.

Members were advised that the current proposal had an annual rental cost of £440,000 although Officers would continue to try to negotiate this downwards. This was within budget availability and would reduce when the Shared Services came into operation assuming responsibility for some of the Council's key business systems. There would also be a one-off cost of networking and moving to the new accommodation estimated to be approximately £300,000 which would be the same for all options. There would also be an annual line rental in the region of £185,000 again manageable within existing resources. Officers recommended entering into a three year contract with an option to extend by a further two years if appropriate.

This report had been considered by Overview and Scrutiny Committee at its meeting on 2<sup>nd</sup> July, 2009. The Committee had recommended that officers be instructed to attempt to locate a suitable high quality facility in the Slough area rather than relocating outside of the town.

In answers to questions the Director of Resources confirmed that there were no staff implications to the proposals.

Members of the Cabinet indicated that, whilst in principle there support for the facility being off-site, the Cabinet supported the recommendation from Overview and Scrutiny Committee that whilst the Council needed to achieve a Tier 4 level of service this should ideally be provided in Slough. There was also a concern over the cost of the proposal and a view that this should be negotiated down. It was agreed that Officers would be asked to consider alternative solutions for a high quality (Tier 4) facility in the Borough if possible for report back to the September meeting of the Cabinet.

**Resolved -**

- (a) That the need to replace the current computer room be noted.
- (b) That Officers consider alternative solutions for a high quality (Tier 4) facility in the Borough, if possible, for report back to September meeting.
- (c) That Officers commission Unisys to begin the next phase of the project.

**17. Berkshire Unitary Authorities Joint Minerals and Waste Core Strategy Development Plan document**

The Cabinet considered a report detailing matters arising from Public Examination into the Berkshire Unitary Authorities Joint Minerals and Waste Core Strategy Development Plan document (JMWCS). Members were

advised that issues had come to light during the Examination which had meant that the Inspector had now advised that he would not be able to approve the JMWCS in its current form and that the Joint Strategic Planning Unit and the Berkshire Unitary Authorities would have to decide how to proceed. A summary of issues and reasons for the adjournment were detailed in the report. Four options were available to the Berkshire Unitary Authorities in deciding how to proceed with the current JMWCS and the Examination had been adjourned for six weeks to allow time for individual authorities to decide which of the options to proceed with. In considering the Inspector's comments it was apparent that the changes that were needed to the JMWCS to make it acceptable could not be undertaken within a six week or even a six month period. Furthermore the changes that were needed to the JMWCS were likely to make the plan significantly different to the version submitted to the Secretary of State at the start of the year.

In view of this the only available option, other than for the Inspector to recommend that the Plan be not approved, (which had cost implications) was for the Berkshire unitary authorities to ask the Secretary of State to formally withdraw the Plan. Members noted that if the Examination into the JMWCS proceeded it was clear that the Government Inspector would reject the Plan and find it to be 'unsound'. Given the limited options available the Cabinet therefore agreed to recommend the Secretary of State withdraws the existing version of JMWCS Development Plan document.

**Recommended** - That the Secretary of State withdraws the existing version of the Joint Minerals and Waste Core Strategy Development Plan document.

**18. Trading Standards Statutory Service Delivery Plan 2009/10 and Food, Health & Safety Statutory Service Delivery Plans 2009/10**

The Cabinet considered the Statutory Service Plans in relation to Food Safety, Health and Safety and Trading Standards. Members of the Cabinet welcomed the statutory plans and placed on record the Council's congratulations to the Director and staff within the Directorate for the outstanding service they provided to the people of Slough.

**Recommended** -

- (a) That the Statutory Service Plans in relation to the Food Safety, Health & Safety and Trading Standards work undertaken by the Council be endorsed.
- (b) That Officers be congratulated on the work undertaken and success achieved.

**19. References from Scrutiny**

The Cabinet considered two recommendations from Scrutiny.

Learning Pledge

The Education and Children's Services Scrutiny Panel at its meeting on 24<sup>th</sup> June, 2009 had considered a report on "The Learning Revolution", a White Paper published in March 2009. To help create a culture of learning and build on the principles of informal adult learning, the White Paper introduced a "Learning Pledge" and advocated organisations to sign up to it. The Panel considered the benefits of signing up to the Pledge and noted that if the Council were to sign up it would be able to apply through a competitive bidding process for "one-off" funding to support the implementation of the learning revolution. The Panel had recommended that the Cabinet resolve that the Council sign the Learning Pledge. Members of the Cabinet were in full support of signing the Pledge as it aligned clearly to the Council's strategic approach.

Biodiversity Duty under the Natural Environment and Rural Communities Act 2006

The Community, Leisure and Environment Scrutiny Panel at its meeting on 30<sup>th</sup> June, 2009 had considered the Council's biodiversity duty under the Natural Environment and Rural Communities Act 2006. The Panel noted that under Section 40 of this Act every public body must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity. The Panel had been advised of a wide range of actions taken by the Council to comply with this duty. Members were also advised that the Sustainable Schools Strategy could be utilised in engaging schools and children in the maintenance and conservation of biodiversity within Slough and the Panel had recommended that the Council should maximise use of both the Sustainable Schools Strategy and its planning powers to encourage biodiversity. The Cabinet were pleased to support this recommendation.

**Resolved –**

- (a) That the Council sign the Learning Pledge.
- (b) That the Council maximises the use of both the Sustainable Schools Strategy and its planning powers to encourage biodiversity.

**20. Executive Forward Plan**

**Resolved –** That the Plan be agreed.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.10 pm)



### **3 Community Strategy Priorities**

The budget is the financial plan of the authority and as such underpins the delivery of the Council's Community Strategy priorities through the financial year. Performance and budget monitoring throughout the financial year reflects on whether those priorities are being met and, if not, the reasons why, so Members can make informed decisions to ensure the Council remains within its available resources.

### **4 Other Implications**

(a) Financial

These are contained within the body of the report.

(b) Human Rights & Other Legal Implications

While there are no Human Rights Act implications arising directly from this report, the authority is required to set and maintain an adequate level of balances. The Council operates within a legislative framework in the recruitment, employment and management of its workforce. The provision of workforce information ensures that our performance in areas can be monitored at a strategic level across the organisation.

Housing and Council Tax Benefits administration is governed by detailed statutory requirements.

All counter fraud enquiries and operations are carried out in compliance with the Human Rights Act, the Regulation of Investigatory Powers Act, Police and Criminal Evidence Act, and the Criminal Procedures and Investigations Act. The procedures developed from this legislation have been validated by the Council's Legal section.

### **5 Supporting Information**

#### **Performance Management**

#### **Council Wide Balanced Scorecard – Quarter One Report**

5.1 The Council-wide Balanced Scorecard has been produced giving performance information relating to the last financial year. The purpose of the report is to inform Members of the Council's overall performance in critical service areas. The latest version can be seen in Appendix A. It is intended to use this report to highlight areas of good performance (green indicators) and where performance may need improvement (red indicators) including the proposed corrective measures to address such issues. Of the 60 indicators in the score card, 21 have a RAG status of green, 2 amber, 4 red and the remaining 32 have either not yet had targets set or have not had Q1 performance returned.

**Areas of significant improvement where performance has exceeded target include:**

5.2 **NI 16 Serious acquisitive crime rate.** Serious Acquisitive Crime rate decreased by 35.2% compared to the same quarter last year and was well within the quarterly target of 9.47 per 1000. Thames Valley Police comment

that Operation Breaker has contributed to the improvement by reducing house break-ins by 19.3% during this first quarter.

- 5.3 **NI 192 Household waste reused, recycled and composted.** The recycling scheme has been changed from a black box scheme to a red wheelie bin scheme which has increased the volume of materials that can be collected. The scheme has also been expanded to include plastic bottles and the voluntary green waste collection now includes all people that wish to participate. An additional member of staff has been employed at the Chalvey Civic Amenity Site to divert waste to the appropriate recycling container. These actions have been accompanied by a high profile publicity campaign that has had a significant impact on both the level of participation and the volume of waste collected for recycling.
- 5.4 **NI 193 Municipal waste land filled.** The increased recycling rate has had a positive impact on land fill and performance for the first quarter is well within target and significantly lower than 08/09 outturn.
- 5.5 **NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time.** Remaining below the 15% target represents strong performance given the increase in child protection numbers. This indicates that protection plans are succeeding in reducing safeguarding concerns which prevent children from becoming the subject of a protection plan for a second or subsequent time.

**Areas that have red RAG status assigned are;**

- 5.6 **NI 8 Adult participation in sport.** Slough's 08/09 year end outturn of 18.9% has been revised downward to 15.96% following a review of the inclusion of lower intensity sport by Sport England. This has increased the gap between Slough and the all England average of 21.45% and the LAA target of 20.4%. Slough is performing at the bottom end of the lowest quartile nationally. The Slough Sport and Physical Activity Forum have developed an action plan to encourage wider participation across all age groups. This includes a successful bid for LPSA funding to increase gym membership, a targeted marketing campaign to increase frequency of use of sporting facilities and the promotion of free swimming for children and those aged 65 plus. Actions and progress is monitored by the Health and Wellbeing PDG.
- 5.7 **NI 20 – Assault with injury crime rate.** The Assault with Less Serious Injury rate has increased by 16% from the same period the previous year. Despite the increase, the overall severity of the violence in Slough is reducing and the following actions have been put in place:
- carrying out a review of actions taken against repeat Domestic Attack offenders (particularly medium risk)
  - tasking of hotspots through Local Policing Area Briefing System and bids for resources through Tactical Tasking Co-ordinating Group. Plans are in place to set up high visibility increased patrols during weeks of high levels of assaults in focussed areas (“Lockdown operations”)
  - carrying out a review of victim engagement in relation to Domestic Assault

- ensure use of injunctions through National Centre for Domestic Violence are maximised (by ensuring power of arrest attached and enforced where necessary)
- £15K of funding available from GOSE to tackle Domestic Attack related violence (with alcohol link). Bid being put together to include support for non-English speaking victims and victims with no recourse to public funds. The Assault with Less Serious Injury rate has increased by 16% from the same period the previous year. Despite the increase, the overall severity of the violence in Slough is reducing and the following actions have been put in place:

5.8 **Local indicator: Average queue time for general enquiries (Call Centre - by phone)** The re-forecast target from 07/08 (3.5mins) to 1.5mins has proved optimistic, with the voicemail option resulting in people holding on for longer rather than leaving a voicemail as anticipated. A trial of removing the option to wait (i.e. compelling customer to leave a message or disconnect) is awaiting final management decision.

5.9 **Local Indicator: % of staff eligible for an appraisal with an appraisal in place in the year across all SBC.** Appraisals are an important part of staff advancement and development. Appraisal completion rates are reported by means of directorate statistics on a quarterly basis which in turn are reviewed at directorate SMT's. Managers are encouraged to ensure appraisal top sheets are returned to HR in order to provide a complete picture of the amount of appraisals being undertaken.

### Service Planning

5.10 The Quality Assessment of service plans has now almost been completed and service plans will be posted on the Intranet in the updated performance management site once they have been signed off by senior managers. A new tracking system for service plans has been developed and will be implemented once the final plans have been signed off with the first performance reports planned for September 2009.

### Performance Reward Grant

5.11 The 2<sup>nd</sup> generation Local Public Services Agreements were concluded on 31<sup>st</sup> March 2008. Following sign off the final position relating to the 12 targets and 28 sub-targets is set out overleaf:

Status	Number
Achieved	17
Partial achievement	1
Not achieved	4
Not yet known	6
<b>Total</b>	<b>28</b>

5.12 As a result Slough Borough Council were awarded the sum of £2,592,170.76 in the form of a Performance Reward Grant (PRG), half of which is deemed Capital and half deemed Revenue.

5.13 The Capital element has to be spent on capital projects.

- 5.14 At the steering group meeting of Slough Focus on 22<sup>nd</sup> February 2007 it was agreed to allocate £360k of the Revenue element of the PRG to the funding of an LSP manager (including support costs) for 3 years. The balance would then be distributed to each target area.
- 5.15 The allocations have been distributed and each project lead has been asked to monitor the spend on their respective projects.
- 5.16 The table below shows the current year-end projection for each project. As can be seen from the table, all projects are looking to have spent their allocations by the end of this year with the exception of one who have planned expenditure in 2010/11.

PDG	PDG Lead	Project Title	Project Lead	Allocation £'000	Projected Yearend Position £'000	Variance £'000	Explanation of Variance
LSP Administration	Naveed Mohammed	LSP Administration	Naveed Mohammed	352.4	216.1	136.4	£96k in respect of 2008/09 / £120k in respect of 2009/10. The balance of £136k will be utilised in 2010/11.
Childrens Trust	Claire Pyper	Friday / Saturday Night Activities	Nicky Rayner	90.0	90.0	0.0	
		Work with young offenders not in education, employment or training	Shelley La Rose	25.0	25.0	0.0	
Climate Change	Denise Alder	Climate Change	Denise Alder	62.0	47.0	15.0	£5K spent so far in 2nd qtr. £15K to be spent on projects in 2010/11.
Community Cohesion	Rafiq Chohan	Community Cohesion Support Officer	Rafiq Chohan	45.0	45.0	0.0	
		Compact Participation Worker	Ramesh Kukar	45.0	45.0	0.0	
Health and Wellbeing	Jane Wood	Contingency Fund	Jane Wood	2.3	2.3	0.0	Funds currently being transferred to project lead (LSP Officer to update 4th Sept)
		Self-Directed Support	Tracey Morgan	85.0	85.0	0.0	ditto
		Health Activist at Home	Tracey Morgan	40.0	40.0	0.0	ditto
		Active Slough 2012	Rob Whitehouse	40.0	40.0	0.0	ditto
		Social Research and Marketing on Obesity and Fitness4Life	Nadia Barakat & Pip Colings	82.5	82.5	0.0	ditto
		Stop Smoking Service	Dawn Estabrook	10.0	10.0	0.0	ditto
Safer Slough	James Priestman	Nutritional and School Food Advisor	Ginny de Haan	50.0	50.0	0.0	ditto
		Mapping Officer	James Priestman	35.0	35.0	0.0	
Skills, Employment and Enterprise	Rafiq Chohan	Various Projects	James Priestman	174.6	174.6	0.0	Projects identified
		Support Officer for SEE PDG	Rafiq Chohan	45.0	45.0	0.0	
		Various Projects	Rafiq Chohan	112.3	112.3	0.0	
				1,296.1	1,144.8	151.4	

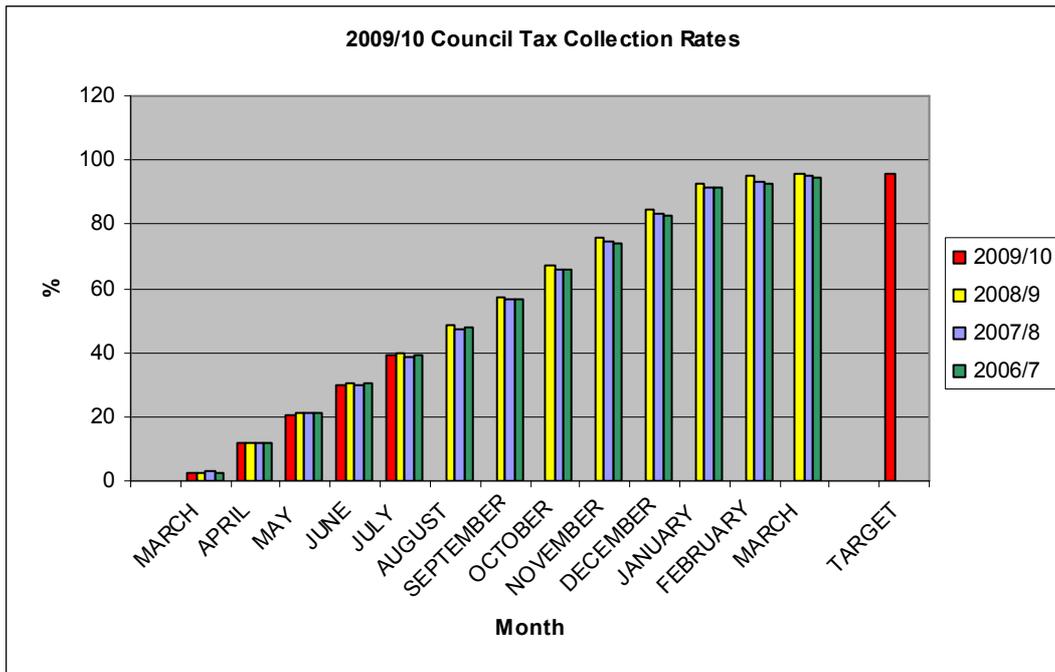
## Debt Recovery

- 5.17 As we work through 2009/10 this report will provide a regular update of the Council's overall debt position, focusing on Council Tax, NNDR (Business Rates) collection, and the Accounts Receivable System.

## Council Tax

- 5.18 Figure 1 overleaf shows collections as being very slightly reduced for this time of year, coming in at 39.2% by the end of July 2009 compared with previous year's rate of 39.6%. If this trend continues it will be difficult to achieve the same collection levels as in previous years. Work is ongoing to attempt to minimise the risk of this happening.

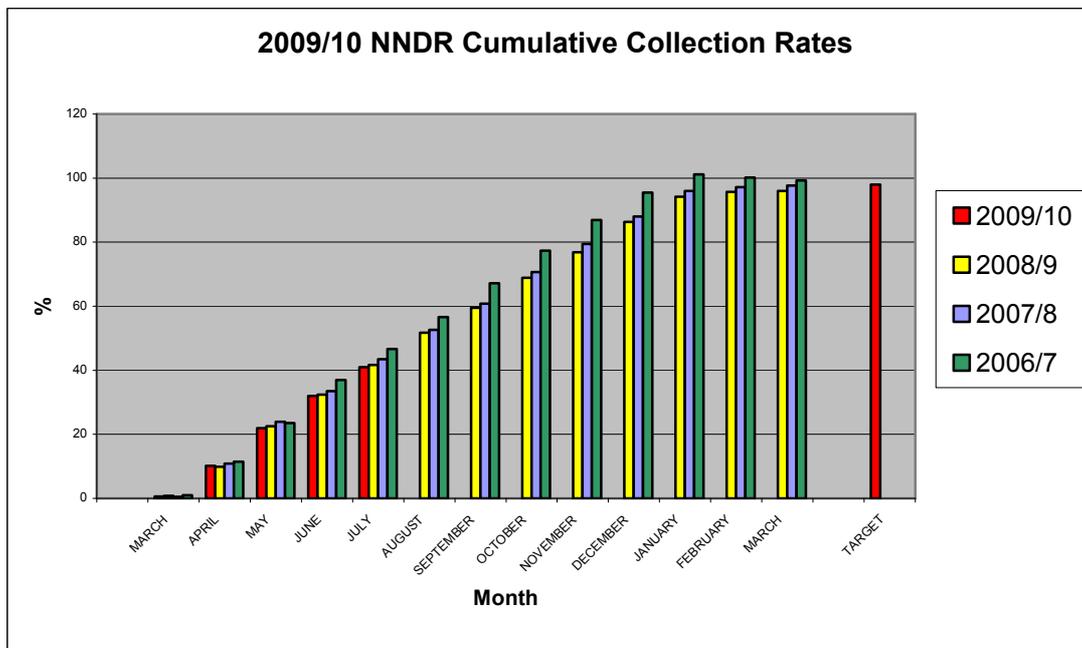
Figure 1



**NNDR**

5.19 Since the change in legislation for 2008/09 regarding the payment of full rates on empty premises NNDR collections have slowed down and continue to do so through the first half of 2009/10, as compared with the previous three years. This is shown in figure 2, overleaf. The net collectible debt currently stands at £90.5m (an increase of £3.1m from last year but an increase of £14.6m from 2007/08).

Figure 2



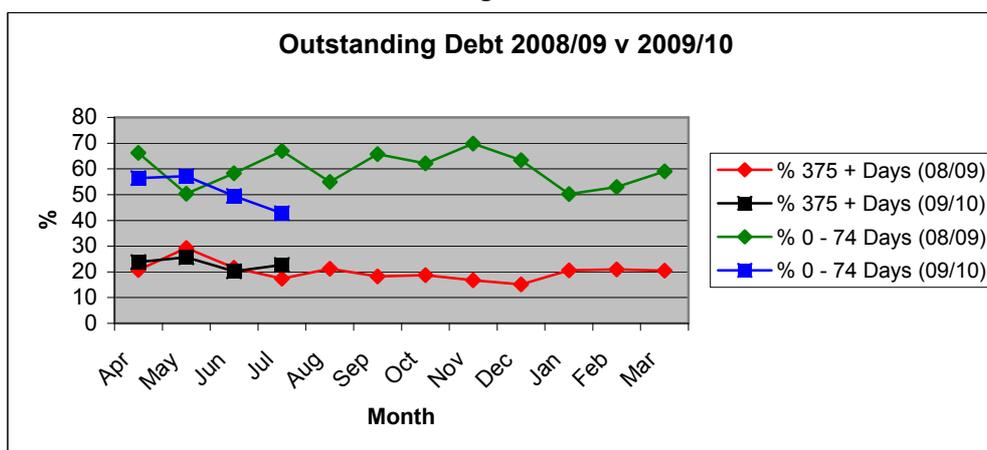
5.20 We are now attempting to collect higher amounts in an already difficult economic climate with more reminders being issued and more court cases being brought. This continues to place a significantly increased burden on the team.

## Accounts Receivable System

5.21 The Council currently has outstanding debts of £4.7m at the end of July 2009.

5.22 As shown in figure 3, below, of this £4.7m, approximately 43% is less than 75 days overdue, a significantly lower position than that reported for the same period last year, and approximately 23% is older than 375 days, slightly higher than that reported last year. The higher level of work carried out to manage the level of current debts has meant that court work needed on older debts has not been possible. Also, with regard to the older debts, there are a number awaiting consideration for write-off. There are also a small proportion of older debts subject to property charges.

Figure 3



## Treasury Management

5.23 The Council's current banking contract with the Co-operative bank is due to expire on 31st March 2010. The annual value of the core contract services is around £22,000 per year. The current contract has been in place for 7 years. Normally a new tender exercise would be carried before renewing or awarding a new contract. However, as the Council is currently engaged in proposal to enter into a shared services programme, which may result in a different and limited banking facility contract, it is proposed to extend the current contract for a further period of 2 years with the option to terminate it after first 12 months. This should provide sufficient flexibility and time span to enable the Shared Services project to progress without long term commitment to a new banking contract.

5.24 The Council's deposit with Heritable Bank including accrued interest to the date of Administration amounts to £2.579M. As previously reported to the Cabinet on 16th June 2009 (Agenda item 3), the Administrators to the Heritable Bank issued six monthly report on 17th April in which they forecast a recovery of between 70 and 80 pence in the pound, the first 15% of which was due to be paid in July 2009. £415,850 has now been received which is 16.13% of the amount due. The April report also indicated future dividend payments were to be 30% in July 2010, 15% in 2011 and 10% in 2012 and 2013. The Administrator's latest progress report dated 13th August indicates that a dividend of 10% is likely to be declared before the end of the calendar year.

5.25 Despite the current economic climate with the base rate (and the money market deposit rate) at a historical low, it is currently forecast that the treasury

management investment income target of £2.3M for 2009-10 will be achieved, partly due to decision taken over 12 months ago to place part of the investment portfolio on deposit for longer than 1 year. This was done to mitigate forecast reduction in future interest rates, although not at a historically low level. This will be kept under review and if the investment income exceeds the budget target, this will reported to the Cabinet as appropriate.

- 5.26 The Cabinet on 16th June 2009 (Agenda item 3) also approved changes to the Treasury Management Policy. For Members information deposits outstanding as at 17th August 2009 compared to individual counter party limits are set out over leaf.

## DEPOSITS OUTSTANDING AS AT 17th August 2009

Approved Counter Party - June 2009	Sovereign Risk	Fitch	Moody's	Approved Limit	Deposit O/Stand	Last Maturity
		LT ST	LT ST			
<b>BANKS</b>						
<b>Santander Group</b>				<b>£25M</b>		
- Abbey	UK	AA-	F1+	Aa3 P1	15,000,000	500,000 30/10/2009
- Alliance & Leicester	UK	AA-	F1+	Aa3 P1	10,000,000	
<b>Lloyds Banking Group</b>				<b>£25M</b>		
- Bank of Scotland	UK	AA-	F1+	Aa3 P1	12,500,000	9,449,000 CALL A/C
- Lloyds Bank	UK	AA-	F1+	Aa3 P1	12,500,000	8,500,000 15/12/2009
Barclays Bank	UK	AA-	F1+	Aa3 P1	25,000,000	
Clydesdale Bank	UK	AA-	F1+	A1 P1	10,000,000	1,000,000 19/10/2009
Co-op Bank	UK	A-	F2	A2 P1	10,000,000	5,000,000 30/09/2009
Heritable Bank					2,500,000	2,084,149
HSBC	UK	AA	F1+	Aa2 P1	10,000,000	0
Northern Rock	UK	A-	F1+	A2 P1	10,000,000	3,000,000 20/09/2010
Royal Bank of Scotland	UK	AA-	F1+	Aa3 P1	25,000,000	4,000,000 22/10/2009
Svenska Handelsbanken	SWE - AAA	AA-	F1+	Aa1 P1	10,000,000	0
UK Debt Mangt Office						0
<b>Sub Total - Banks</b>					<b>33,533,149</b>	
<b>Building Societies</b>						
<b>Nationwide Group</b>				<b>£25M</b>		
- Nationwide BS	UK	1			15,000,000	5,400,000 23/12/2009
- Derbyshire BS	UK				2,000,000	2,000,000 28/05/2010
- Dunfermline BS	UK				8,000,000	6,000,000 09/11/2010
Britannia BS	UK	2			10,000,000	2,000,000 28/08/2009
Coventry BS	UK	4			10,000,000	9,100,000 25/07/2011
Leeds BS	UK	8			10,000,000	3,200,000 20/11/2009
Norwich & Peterborough	UK	11			8,000,000	8,000,000 30/10/2009
<b>Sub Total - Approved Building Societies</b>					<b>35,700,000</b>	
<b>Counter Parties No Longer on the Approved Lists but Deposits Placed before June 2009</b>						
Yorkshire BS		3			0	3,900,000 19/11/2009
Chelsea Building Society		5			0	7,000,000 22/03/2011
Skipton Building Society		6			0	1,000,000 19/10/2009
West Bromwich BS		7			0	3,000,000 30/09/2009
Newcastle Building Soc		10			0	4,750,000 29/12/2009
Stroud & Swindon BS		13			0	5,000,000 18/02/2010
Nottingham Building Soc		14			0	2,000,000 18/02/2010
Progressive Building Soc		16			0	2,500,000 02/12/2009
Cumberland Building Soc		17			0	1,000,000 18/09/2009
Furness Building Society		19			0	3,000,000 07/10/2009
Saffron Building Society		25			0	1,300,000 05/10/2009
<b>Sub Total - Other Building Societies</b>					<b>34,450,000</b>	
<b>Total Deposits</b>					<b>103,683,149</b>	

In addition to above deposit limits, the Council may invest £10M in Gilts.  
Deposits in UK based foreign banks limited to 30% of total Deposits.

5.27 The Co-operative Bank Plc and the Britannia Building Society each had an approved limit of £10M. However, they have merged with effect from 1st August 2009 with the Co-operative Group being the senior partner. As is normally the case when mergers are announced, the rating agencies either place the counter parties on a rating watch or down grade until the merger is established and settled. Not surprisingly, Co-operative Bank's rating has been

down graded a notch from A to A-. It is proposed to reduce the overall limit for the merged group to £15M.

- 5.28 The credit ratings as measured by Fitch Ratings and Moody's Ratings are also summarised below:

RATINGS DEFINITIONS	Fitch		Moody's	
	Long Term	Short Term	Long Term	Short Term
Extremely Strong Grade	AAA	F1+	Aaa	P-1
Very Strong Grade	AA+/AA-	F1+	Aa1/Aa3	P-1
Strong Grade but susceptible to adverse conditions	A+/A-	F1+/F2	A1/A3	P-1/P-2
Adequate Grade	BBB+/-	F2/F3	Baa1/3	P-2/P-3
Speculative Grade to Vulnerable and Default	BB+ to D	B to D	NP(Not Prime)	BB+ to D

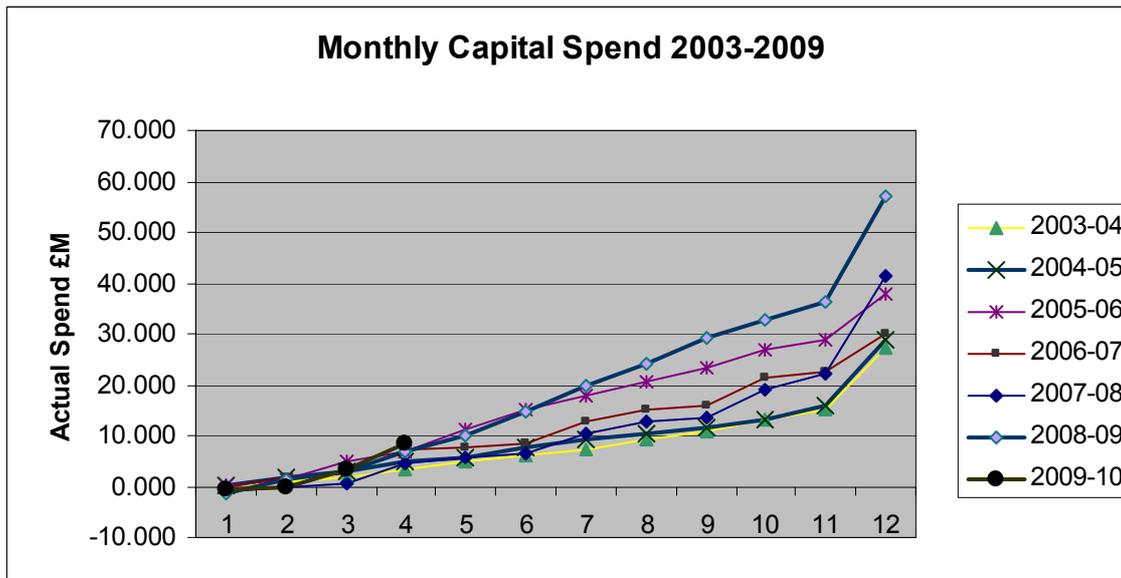
#### Capital Programme 2009/10 to 2013/14

- 5.29 As Members will be aware the Capital financing system is underpinned by the CIPFA Prudential Code and Indicators with the aim of ensuring that the capital investment programme is affordable, prudent and sustainable. The Prudential Code requires the full Council to set and where necessary, revise the prudential indicators on the recommendation of the Section 151 Officer.
- 5.30 The capital programme is reviewed and adjusted during the year to ensure it is delivered within affordable capital.

#### 2009-2010 Capital Programmes Monitoring to 31<sup>st</sup> July 2009

- 5.31 The actual capital spend to the end of July 2009 is summarised below with details on the "High value/Priority" schemes shown in Appendix B. These also show the profile of the budget and the level of capital budget committed to date. The definition of committed budget is "where the contract has been let and the value of either goods or services will be delivered by the 31<sup>st</sup> March 2010".

### Monthly Capital Spend 2003-2009



5.32 Prudential Indicators as at the end of July 2009 are set out in Appendix C.

5.33 The current level of committed budget for the General Fund Account is 30.4% and for the HRA is 70.4%. The actual spend to date is comparable for this period to the previous years as shown graphically below. Traditionally, expenditure takes place in the latter part of the financial year.

#### SUMMARY OF CAPITAL PROGRAMME 2009 /2010

Line	Summary	Provisional				% of Spend to July 09 Budget	2009/2010 Budget Committed to date	2009/2010 Budget Profile to Sept.	2009/2010 Budget Profile to Dec.	2009/2010 Budget Profile to March
		2009/2010 March 2009 Approved Budget	2009/2010 July 2009 Provisional Budget	2009/2010 Spend per Oracle to July 09	2009/2010 Variance to July 09 Budget					
	<b>EXPENDITURE</b>	£'000	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
	<b>GENERAL FUND PROGRAMME</b>									
1	Community and Wellbeing	3,940	2,006	9	-1,997	0%	457	386	1,113	1,985
2	Education and Children's Services	8,182	12,843	2,612	-10,231	20%	7,857	4,387	6,459	11,407
3	Green and Built Environment	10,848	9,478	1,488	-7,990	16%	1,025	2,104	4,527	8,601
4	Green & Built Environment: Afford. Housing	2,637	2,462	164	-2,298	7%	1,269	87	298	1,269
5	Resources/Improve & Development/C. Executive	11,341	15,669	2,260	-13,409	14%	2,315	3,150	4,424	8,697
6		<b>36,948</b>	<b>42,458</b>	<b>6,533</b>	<b>-35,925</b>	<b>15%</b>	<b>12,923</b>	<b>10,114</b>	<b>16,821</b>	<b>31,959</b>
	<b>HOUSING REVENUE ACCOUNT</b>									
7	Housing Revenue Account	13,534	23,203	1,799	-21,404	8%	16,345	5,813	11,063	16,345
8		<b>13,534</b>	<b>23,203</b>	<b>1,799</b>	<b>-21,404</b>	<b>8%</b>	<b>16,345</b>	<b>5,813</b>	<b>11,063</b>	<b>16,345</b>
9	<b>TOTAL CAPITAL PROGRAMME</b>	<b>50,482</b>	<b>65,661</b>	<b>8,332</b>	<b>-57,329</b>	<b>13%</b>	<b>29,268</b>	<b>15,927</b>	<b>27,884</b>	<b>48,304</b>

Line	SOURCE OF FINANCING	Provisional		
		£'000	£'000	£'000
	<b>GENERAL FUND PROGRAMME</b>			
10	Capital Grants & Contributions	3,351	10,173	1,204
11	Direct Revenue Funding	0	1,342	0
12	Prudential Borrowing	29,260	25,423	5,081
13	Capital Receipts	4,337	5,520	248
14		<b>36,948</b>	<b>42,458</b>	<b>6,533</b>
	<b>HOUSING REVENUE ACCOUNT</b>			
15	Capital Grants	0	0	0
16	Contributions	0	96	0
17	Revenue / Major Repairs Allowance	4,795	4,842	1,799
18	Prudential Borrowing (Including ALMO)	8,539	15,539	0
19	Capital Receipts	200	2,726	0
20		<b>13,534</b>	<b>23,203</b>	<b>1,799</b>
21	<b>TOTAL FINANCING</b>	<b>50,482</b>	<b>65,661</b>	<b>8,332</b>

SOURCES OF FUNDING  
M = Mainline Resources: Prudential Borrowing, Capital Receipts, Revenue Contributions & Major Repairs Allowance  
G = Capital Grants and Contributions

### Revised Capital Programme 2009-2010 to 2013-2014

5.34 The Asset Management Group (AMG) has reviewed the 2008-09 capital programme outturn and considered business cases for those projects that require 2008-09 slippage to be carried forward into 2009-10. The revised 2009-10 to 2013-14 capital programme is set out in Appendix D.

5.35 As part of this review the currently assumed level of capital receipts have also been reviewed, particularly in light of the economic market conditions.

### Capital Allowance and the Pooling of Housing Capital Receipts

5.42 The capital allowance is used to abate the amount of non-RTB housing capital receipts that have to be paid over to the Secretary of State. The 2008-09 actual capital spend and the 2009-10 to 2013-14 capital programme contain the following amounts of provision for affordable housing and the Housing Investment Programme that can be added to determine the total amount that can be claimed against the capital allowance.

5.43 Cabinet is therefore requested to consider and recommend to the Council to approve the following amounts as capital allowance:

	2008/09 £M	2009/10 £M	2010/11 £M	2011/12 £M	2012/13 £M	2013/14 £M
Capital Allowance						
Affordable Housing	0.913	2.462	1.235	1.940	0.210	0
Improvement to Stock (HIP)	19.596	23.203	6.623	10.869	5.104	5.090
<b>Total Capital Allowance</b>	<b>20.509</b>	<b>25.665</b>	<b>7.858</b>	<b>12.809</b>	<b>5.314</b>	<b>5.090</b>

### Prudential Indicators

5.44 The Prudential Indicators required by the Code are designed to support and record Council's decision making. The table in Appendix E sets out the actual Prudential Indicators for 2008-09 and estimate for future years in respect of affordability, prudence, capital expenditure, external debt and treasury management.

5.45 Prudential Indicators 24 and 28 recommend total authorised borrowing limits for external debt and the operational boundary for external debt as follows:

<b>External Debt</b>	2008/9 Actual	2009/10 Est.	2010/11 Est.	2011/12 Est.	2012/13 Est.	2013/14 Est.
	£M	£M	£M	£M	£M	£M
Authorised Limit	72.5	84.0	124.0	142.0	134.0	133.0
Operational Boundary	72.5	79.7	81.2	136.4	130.4	129.4

### Financial reporting

5.46 The Council's net revenue budget for 2009/10 is £102.6m. This excludes the schools' budget of £92m funded through the Dedicated Schools Grant.

## Projected Outturn Position at 31st July 2009

5.47 There is currently a projected overspend for 2009/10 of £1.1m giving an increase of £237k from that reported last month. This position coupled with the possible pressures arising from the emerging issues in paragraph 6 aligned to additional client activity across social care, possibly intensifying particularly with the forthcoming winter months must seriously question the likelihood of a balanced budget at the year end.

5.48 The position is summarised in Table 1, below, and detailed in Appendix F.

Table 1 - Projected as at 31st July 2009

Directorate	Current Budget	Projected Outturn	Variance Over/(Under) Spend	Change	Previously Reported
	B	C	D = C - B		CMT (29th July 2009)
	£'M	£'M	£'M	£'M	£'M
Community and Wellbeing	33.326	34.027	0.701	0.420	0.281
Education and Childrens Services	25.116	25.076	(0.040)	(0.140)	0.100
Green and Built Environment	26.927	27.009	0.082	(0.035)	0.117
Central Directorates	22.923	22.955	0.032	(0.358)	0.390
Corporate	(0.085)	0.265	0.350	0.350	0.000
<b>Total Cost of Services</b>	<b>108.207</b>	<b>109.332</b>	<b>1.125</b>	<b>0.237</b>	<b>0.888</b>
<b>% of revenue budget over/(under) spent by Services</b>			<b>1.04%</b>	<b>0.22%</b>	<b>0.82%</b>
Treasury Management	3.544	3.544	0.000	0.000	0.000
Contingencies & earmarked reserves	(0.810)	(0.810)	0.000	0.000	0.000
Area Based grant *	(8.312)	(8.312)	0.000	0.000	0.000
<b>Total</b>	<b>102.629</b>	<b>103.754</b>	<b>1.125</b>	<b>0.237</b>	<b>0.888</b>
<b>% of revenue budget over/(under) spent in total</b>			<b>1.10%</b>	<b>0.23%</b>	<b>0.87%</b>

\* Included in Directorate base budgets

## Month on Month Movement in Variances

5.49 Community and Wellbeing have reported an increase in their overspend of £420k from that reported last month to give a projected overspend of £701k. The worsening in the forecast is due to the Senior Management Team (SMT) reconsidering the likelihood of achieving previously assumed savings. Compensating areas to reduce spend and meet the shortfall are being looked at by SMT, these will be incorporated in future monitors when available.

- Residential & Nursing Care - Five savings initiatives with a combined total of £391k have been designated as high risk and have now been excluded from the monitor. As a result the net expenditure in this area has increased. The saving initiatives are:

- (a) Rigidly apply eligibility criteria £60k;
- (b) Review all care packages £125k;
- (c) Review Care Packages (transition) £105k;
- (d) Care Packages (non-transition) £50k and
- (e) Reduce care packages through fee negotiation £51k.

- Further pressures of about £222k, relating to the impact of growth from last winter have also been added. This was previously reported as an emerging pressure relating to Care UK and estimated at £400k. This has been offset by a contingency of £130k that was set aside to cover costs relating to the new Oak House block contract leaving a net pressure of £92k.
- Home Care - This budget pressure has reduced by a net of £116k. New savings totalling £190k has been identified and included. This has more than offset the pressure caused by excluding some high risk savings totalling £74k.
- Day Care - Two separate plans to reduce expenditure on Day Care services have now been rated at unlikely to happen and taken from the service budget forecast. The plans are:

- (a) Redesign Wexham Day Care Services £25k and
- (b) Reduce Langley Transport budget £20k.

In addition there has been a new pressure due to the contract to provide day care services with Age Concern for £7k.

5.50 Education and Childrens Services are currently reporting a reduction in their overspend of £140k to give a net projected underspend for the year of £40k. However, it should be noted that this favourable position takes into account the release of corporate funds and Migration funding to mitigate demographic pressures and alleviate social work case loads without which the position would be in the region of £0.5m overspent. Divisionally, the main variances are:

- Children & Families – Increases in client activity across Internal Fostering and Kinship care cost £157k (3 Clients). An increase in Family Group Conference activity costs £11k. These are partially offset by income of £63k arising from a placement extension of a Windsor & Maidenhead Child in Mallards children's home (full year income generation although one-off is £120k) and favourable change in Asylum support following the re-assessment of a child's age saving £11k. Costs expected for children in care and leaving care have not materialised to the level suggested, saving £80k;
- Inclusion – Increased home care and school holiday support to Children with Disabilities costs £22k, offset by savings of £10k from Health Improvement team from reduced requirement to procure and distribute promotional and educational media and materials;
- Raising Achievement – Income received in return for work undertaken for the Arts Council has been increased by £15k this financial year and is expected to be on-going for the foreseeable future. The revised plan for the provision of

Early Years extended schools activities shows an overall saving of £49k. This may only be one-off as future grant funding for this will reduce.

- Strategy, Information and Resources – The successful utilisation of devolved school grants in relation to supporting the Assessment Centre for primary aged school children has resulted in a one-off saving of £40k. The extension of the existing SLA with schools to include the recovery of the cost of the EMS license fee has generated a saving of £62k, work continues looking to make this a permanent saving.

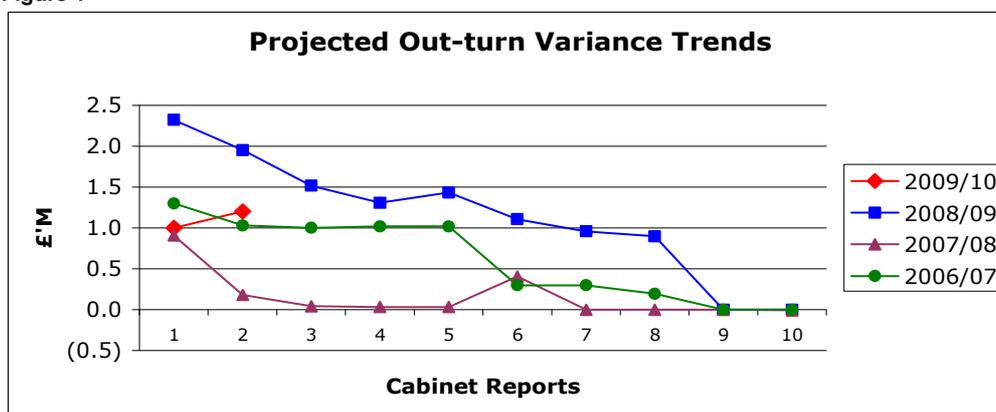
5.51 Green and Built Environment have reported a reduction in their overspend of £35k to give a projected overspend position of £82k. This has been due to a saving on concessionary fares against the prior year's provision of £25k (reported last month as an emerging issue) and the removal of a potential pressure on income from Citizenship Ceremonies of £10k.

5.52 The Central Directorates have reported a reduction in their position of £8k, to give a projected overspend of £382k. This has been due to projected savings from the management of vacancies. The central directorate look to 'hold' vacant posts as a basis of managing this overspend.

5.53 A Corporate pressure has emerged this month, being the assessment of the Business Process Re-engineering (BPR) savings relating to the Customer Service Centre now being unachievable (£350k).

5.54 Figure 1 overleaf illustrates the monthly projected outturn positions over the last 4 years. This shows, by comparison, the current projected position remaining the second highest outturn at this stage of the year.

Figure 1



### Emerging Issues / Risks

5.55 Although the headline position is showing a projected overspend of £1.1m, it is important to note there are emerging issues which may result in a positive or negative impact on the variance. These risks should not be underestimated and at this stage of the year should be seen as a significant factor in the council looking to achieve a year end break-even position

#### 5.56 Community and Wellbeing:

- New potential saving – It is likely there will be a new saving in relation to a Mental Health residential client, the value of which could be as much as £100k. The details of this will become clearer over coming weeks.

#### 5.57 Education and Childrens Services:

- As previously reported a client placed into a residential setting last month at an estimated £90k for the current year had absconded. His whereabouts is still unknown and due to the time that has elapsed a saving of £8k will now be realised. However Officers still anticipate that their whereabouts will be determined and they will be re-placed with an expected total cost of £82k this year. A further update will be confirmed next month;
- Difficulty in recruiting to the Child and Adolescent Mental Health (CAMHS) worker posts have resulted in an extended vacancy period giving potential savings of £90k (currently undeclared) within the Behaviour and Attendance service. These will be partially filled by agency cover but no firm plans have yet been received to confirm the likely outcome in respect of this budget.

#### 5.58 Green and Built Environment:

- The red bin recycling scheme has had an impact on landfill waste costs. This may result in savings which could help to partially offset any pressures in the service area;
- Higher levels of activity in the Housing Needs area as a result of the economic recession are evident, although any financial impact is still unclear at this stage this may result in an adverse impact on revenue;
- An issue from 2007/08 surrounding VAT liabilities on Home Improvement Agency fee income has yet to yield a demand for payment from HMRC. Should this not come to fruition, a saving of £34K may be achieved.

### **Management Action**

5.59 The position as at the end of July 2009 leaves an overall pressure for the Authority of £1.1m which needs to be contained by the year end.

5.60 Directorate action plans were presented in detail to CMT on 20th May 2009 and a summary budget report on 19<sup>th</sup> August 2009 and these form the basis and backdrop to achieving a breakeven position.

### **Virements**

5.61 In accordance with the Financial Procedural rules, virements require the approval of officers and Members.

5.62 There have been no virements requiring Member approval since the last report (dated 2<sup>nd</sup> July 2009).

**6**     **Conclusion**

The joint Performance Management report will continue to be developed during 2009/10 in line with Member requirements.

**7**     **Appendices Attached**

- A**     Balanced Scorecard Qtr 1 09/10
- B**     Capital Programme Monitoring 09/10
- C**     Prudential Indicators – July 2009
- D**     Revised Capital Programme – 09/10 to 13/14
- E**     Prudential Indicators – 08/09 to 13/14
- F**     Schedule of Directorate Variances to Budget 09/10

**8**     **Background Papers**

Finance - Detailed working papers are held in Corporate Finance and the relevant departments.

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**FIRST QUARTER COUNCIL WIDE BALANCED SCORECARD SUMMARY: August 2009**

The Balanced Scorecard concept gives a rounded view of the Council's performance as it focuses on **five perspectives** to achieve our strategic priorities :-

- Performance and Risk - How effective are our systems and processes?
- Financial Perspective - How well do we manage our finances?
- Citizens Perspective - How well are we meeting our customers' needs and expectations?
- Partnership Perspective - How well are we working with our partners?
- People(staff) Perspective - How well are we managing our workforce?

There should be a reasonable balance of performance indicators across these five perspectives. An initial attempt has been made to identify the appropriate Balanced Scorecard headings for these indicators. Further discussion is required to confirm that the correct headings have been used and that an appropriate range of indicators has been selected.

Balance of Perspectives	No. of PI's
Performance and Risk	5
Financial Perspective	10
Citizens Perspective	40
Partnership Perspective	0
People Perspective	5
<b>Total</b>	<b>60</b>

**Our Priorities:**

In addition it is key that these indicators link to Slough's five priorities: A place to live, work and play(Environment), Prosperity for all(Economy and skills), Being safe: feeling safe(Safer communities), Adding years to life and life to years(Health and Well Being) and Cohesive Communities.

**SUMMARY STATUS REPORT**

Below is summary of the status of the indicators by Service Area. It represents a progress report on the first quarter of the financial year 09/10 unless otherwise stated. It has not been possible to collect data for all of the indicators at this stage, please refer to the commentary boxes for further information.

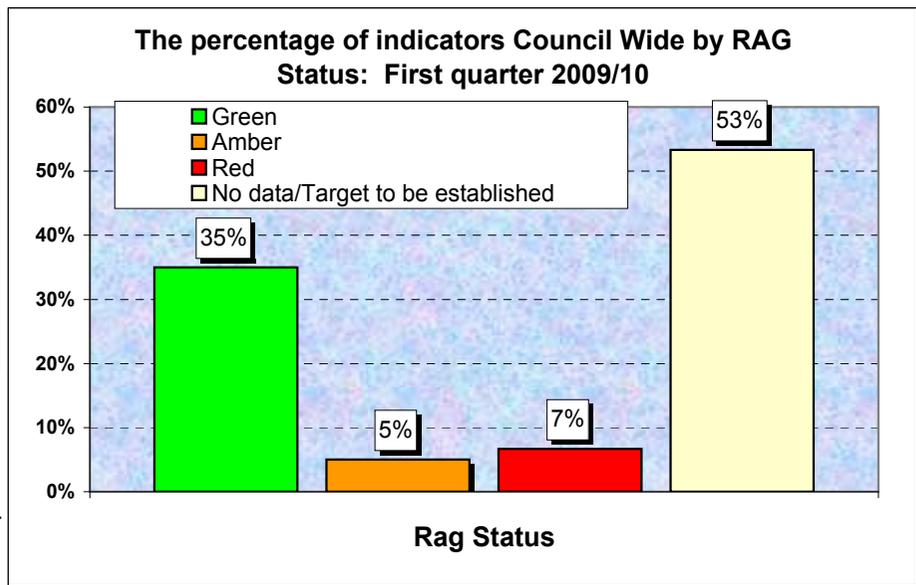
**Directorate Wide**

**Rag Status**

Directorate	Green	Amber	Red	No data/Target to be established	Total
Community and Well Being	2	0	1	10	13
Green and Built*	6	0	1	3	10
Education and Children's Services	4	2	0	3	9
Resources	7	1	1	14	23
Human Resources plus Equalities	2	0	1	2	5
<b>Total</b>	<b>21</b>	<b>3</b>	<b>4</b>	<b>32</b>	<b>60</b>
<b>Total %</b>	<b>35%</b>	<b>5%</b>	<b>7%</b>	<b>53%</b>	<b>100%</b>

\*2 indicators NI 49 and NI 157 have three parts, one of which is red but have overall classification as Green

The chart shows the percentages of total indicators Council wide for each RAG status as at the end of the first quarter for this financial year 09/10. Currently a RAG status could only be assigned to 28 out of the 60 indicators. The proportion of indicators categorised as Green is 35% whilst those classified as red represent 7% of the total indicators and those classified as amber 5%. The number of indicators where the RAG status could not be given due to data not yet available or where targets have not been set is currently 32 (53%).



**EXCEPTIONS SUMMARY**

<b>AREAS OF SIGNIFICANT IMPROVEMENT</b>	<b>Page</b>
NI 16 Serious acquisitive crime rate	5
NI 192 Household waste reused, recycled and composted	8
NI 193 Municipal waste land filled	8
NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time	9

**NI 16 Serious acquisitive crime rate (GOOD TO BE LOW)**

Serious Acquisitive Crime rate decreased by 35.2% compared to the same quarter last year and was well within quarterly target of 9.47 per 1000. Thames Valley Police comment that Operation Breaker has contributed to the improvement by reducing house break-ins by 19.3% during this first quarter.

**NI 192 Household waste reused, recycled and composted (GOOD TO BE HIGH)**

The recycling scheme has been changed from a black box scheme to red wheelie bins which has increased the volume of materials that can be collected. The scheme has also been expanded to include plastic bottles and the voluntary green waste collection now includes all people that wish to participate. An additional member of staff has been employed at the Chalvey Civic Amenity Site to divert waste to the appropriate recycling container. These actions have been accompanied by a high profile publicity campaign that has had a significant impact on both the level of participation and the volume of waste collected for recycling.

**NI 193 Municipal waste land filled (GOOD TO BE LOW)**

The increased recycling rate has had a positive impact on land fill and performance for the first quarter is well within target and significantly lower than 08/09 outturn

**NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time (GOOD TO BE LOW)**

Remaining below the 15% target represents strong performance given the increase in child protection numbers. This indicates that protection plans are succeeding in reducing safeguarding concerns which prevent children from becoming the subject of a protection plan for a second or subsequent time.

Page 21

**EXCEPTIONS SUMMARY CONTINUED**

<b>INDICATORS WITH RED RAG STATUS</b>	<b>Page</b>
NI 8 Adult participation in sport	1
NI 20 Assault with injury crime rate	5
Local: Average queue time for general enquiries (Call Centre - by phone)	13
Local: % of staff eligible for an appraisal with an appraisal in place in the year across all SBC	15

**NI 8 Adult participation in sport(GOOD TO BE HIGH)**

Slough's 08/09 year end outturn of 18.9% has been revised downward to 15.96% following a review of the inclusion of lower intensity sport by Sport England. This has increased the gap between Slough and the all England average of 21.45% and the LAA target of 20.4%. Slough is performing at the bottom end of the lowest quartile nationally. The Slough Sport and Physical Activity Forum has developed an action plan to encourage wider participation across all age groups. This includes a successful bid for LPSA funding to increase gym membership, a targeted marketing campaign to increase frequency of use of sporting facilities and the promotion of free swimming for children and those aged 65 plus. Actions and progress is monitored by the Health and Wellbeing PDG.

**NI 20 – Assault with injury crime rate(GOOD TO BE LOW)**

The Assault with Less Serious Injury rate has increased by 16% from the same period the previous year. Despite the increase, the overall severity of the violence in Slough is reducing and the following actions have been put in place:

- Carrying out a review of actions taken against repeat Domestic Attack offenders (particularly medium risk )
- Tasking of hotspots through Local Policing Area Briefing System and bids for resources through Tactical Tasking Co-ordinating Group. Plans are in place to set up high visibility increased patrols during weeks of high levels of assaults in focussed areas (“Lockdown operations”)
- Carrying out a review of victim engagement in relation to Domestic Assault
- Ensure use of injunctions through National Centre for Domestic Violence are maximised (by ensuring power of arrest attached and enforced where necessary)
- £15K of funding available from GOSE to tackle Domestic Attack related violence (with alcohol link). Bid being put together to include support for non English speaking victims and victims with no recourse to public funds.

**Local: Average queue time for general enquiries (Call Centre - by phone)**

The re-forecast target from 07/08 (3.5mins) to 1.5mins has proved optimistic, with the voicemail option resulting in people holding on for longer rather than leaving a voicemail as anticipated. A trial of removing the option to wait (ie compelling customer to leave a message or disconnect) is planned and awaiting final management decision.

**Local Indicator: % of staff eligible for an appraisal with an appraisal in place in the year across all SBC**

Appraisals are an important part of staff advancement and development. Appraisal completion rates are reported by means of Directorate statistics on a quarterly basis which in turn are reviewed at Directorate SMT's. Managers are encouraged to ensure appraisal top sheets are returned to HR in order to provide a complete picture of the amount of appraisals being undertaken.

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. Where not available PWC rankings used	Latest Comparator Group Position (Lowest figure relates to best performance)	Comments and corrective action if red Status
<b>COMMUNITY AND WELLBEING</b>													
Environment: A place to live, work and play	Citizen experience	NI 9	<b>Use of Public Libraries.</b> The percentage of the adult population in a local area who say they have used a public library service at least once in the last 12 months.(Based on Active People Survey)	52.1%	52.1%	Data will be available in early 2010	-	-	-	n/a	Top quartile for period April 08 - Mar 09	-	GOOD TO BE HIGH: This is based on the Active People Survey. Data only available annually
		Local	<b>Proxy Indicator for NI 9: Use of Public Libraries.</b> The number of physical visits per 1000 population.	5124 visits per thousand population Target met	5040 visits per thousand population	5468.2 visits per thousand population	-	-	-	GREEN	Public Library Standard is min of 6300 visits per 1000	-	GOOD TO BE HIGH: First quarter data shows that target has been exceeded
Environment: A place to live, work and play <b>LAA Target</b>	Citizen experience	NI 8	<b>Adult participation(16+) in sport.</b> Participation in moderate intensity(includes some light intensity for 65+)sport/recreation for 30 minutes three or more days a week	15.96 (April 08-09) revised from 18.9% (Oct 07-08) Lowest quartile	22.4%	-	-	-	-	RED	lowest quartile for period April 08 - Mar 09	-	GOOD TO BE HIGH: Slough's 08/09 year end outturn of 18.9% has been revised downward to 15.96% following a review of the inclusion of lower intensity sport by Sport England. This has increased the gap between Slough and the all England average of 21.45% and the LAA target of 20.4%. Slough is performing at the bottom end of the lowest quartile nationally. The Slough Sport and Physical Activity Forum has developed an action plan to encourage wider participation across all age groups. This includes a successful bid for LPSA funding to increase gym membership, a targeted marketing campaign to increase frequency of use of sporting facilities and the promotion of free swimming for children and those aged 65 plus. Actions and progress is monitored by the Health and Wellbeing PDG.

## COUNCIL WIDE BALANCED SCORECARD August 2009

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			<b>Proxy Indicator for NI 8:</b> The number of adult attendances at all local Leisure Centres combined with participation in all sports development activities from SBC and Slough Community Leisure.	908,378 visits	tbc	904,883 visits	-	-	-	N/A	N/A	-	GOOD TO BE HIGH: This represents a proxy indicator for NI 8 and captures the number of attendances/visits at all local Leisure Centres together with some outreach activities. Please note that performance represents a rolling year; there has been a downward trend from September 08 onwards in line with the downturn in the economy.
<b>Environment:</b> A place to live, work and play	Citizen experience	NI 11	<b>Engagements in the arts.</b> The percentage of the population(16+) that has engaged at least 3 times in the past 12 months	37.4% lowest quartile	38.4%	Data will be available in early 2010	-	-	-	n/a	RED	-	GOOD TO BE HIGH: This is based on the Active People Survey. Data only available annually
<b>Economy and Skills:</b> Prosperity for all LAA Target	Citizen experience	NI 13	<b>Migrants English language skills and knowledge .</b> The % of non -English speaking third country nationals <b>applying</b> for ESOL Courses who successfully complete the courses	75.3%(07/08)	81.3%	-	-	-	-	available OCT 09	-	-	GOOD TO BE HIGH: Annual reporting available only. Slough is one of the national pathfinders for the new strategy relating to "a new approach to English for speakers of other languages" produced in 2009 by DIUS. Slough is prioritising need to inform funders who in turn will inform providers of targets. Furthermore the Council has been successful in gaining a grant from the UK Border Agency through the European Integration Fund to deliver "Migration Works" that includes the delivery of language programmes to those migrants who currently fall outside LSC eligibility. Further work is required to establish demand and develop robust indicators to measure take up by the most disadvantaged groups

02/09/09

## COUNCIL WIDE BALANCED SCORECARD August 2009

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<b>Health and Well Being</b> - Adding years to life and life to years: <b>LAA Target</b>	Citizen experience	NI 130 (a)	<b>Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)</b> during the year plus carers on direct payments	5.34% (new definition as from 09/10)	375.1 per 100,000	286.2 per 100,000 population	-	-	-	-	Top quartile for the Period April 08 to Mar 09	Top Quartile of IPF Comparator Group for the Period April 08 to Mar 09	GOOD TO BE HIGH: Performance is on target for Q1
		NI 130 (b)		358 users/carers accumulative	450 service users	244 service users	-	-	-				
<b>Health and Well Being</b> - Adding years to life and life to years: <b>LAA Target</b>	Citizen experience	NI 135	<b>Carers receiving needs assessment or review and a specific carer's service or advice and information</b> as a proportion of clients receiving community based services.	27.4% 774 Carers received a service Divided by 2823 users	25.0%	Data available in September	-	-	-	N/A	Top quartile for the Period April 08 to Mar 09	Second quartile of IPF comparator group April 08 to March 09	GOOD TO BE HIGH: reports will be available as from September.
<b>Health and Well Being</b> - Adding years to life and life to years:	Citizen experience	NI 141	<b>Number of vulnerable people achieving independent living-</b> Supporting People clients moved on from supported accommodation to independent living in a planned way as a proportion of total clients moved on.	56.97% accumulative Target missed by 3%	tbc	n/a	-	-	-	N/A	-	Unofficial ADASS benchmarking ranks Slough 29th out of 31 authorities; worst performing authority of the 3 Berkshire authorities for thr period 08-09.	GOOD TO BE HIGH: Due to CLG reporting cycles, the first quarter data will be available August/September 09. Performance is likely to fluctuate due to the nature of the vulnerable service users in short term accommodation e.g. hostel accommodation. Engaging, retaining and ensuring a positive outcome is challenging with users with multiple issues which include substance misuse, young people leaving care, pregnant teenagers, those in women's refuge etc. Whilst some services are particularly good, there are some which bring down the overall average figure. This provision is a shared responsibility with the SBC Supporting People Service. More rigorous monitoring of poor performing providers will take place together with robust benchmarking once annual outturn figures are released.

## COUNCIL WIDE BALANCED SCORECARD August 2009

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<b>Health and Well Being</b> - Adding years to life and life to years:	Citizen experience	NI 142	Of those receiving Supporting People services the <b>"number of vulnerable people who are supported to maintain independent living"</b>	98.32% accumulative Target not met	tbc	0.00%	-	-	-	N/A	0.00	Unofficial ADASS benchmarking ranks Slough 11th out of 31 authorities; best performing authority of 3 Berkshire authorities for the period 08-09.	GOOD TO BE HIGH: Due to CLG reporting cycles, the first quarter data will be available August/September 09.
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	NI 146	<b>Adults with learning disabilities in employment</b>	8.8% 15/340 clients	9.0%	Awaiting data	-	-	-	N/A	Second quartile for the period April 2008-09	Second Quartile of IPF Comparator Group for the period April 2008-09	GOOD TO BE HIGH: New indicator this year
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	local	<b>Percentage of learners enrolled declaring a disability</b>	9%	tbc	available in September				N/A			Data for the first quarter available in September
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	local	<b>Numbers of learners gaining a qualification</b>	129	tbc	available in September				N/A			Data for the first quarter available in September

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## COUNCIL WIDE BALANCED SCORECARD August 2009

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<b>GREEN AND BUILT</b>													
<b>Safer Communities:</b> Being Safe, feeling safe <b>LAA target</b>	Citizen experience	NI 16	<b>Serious acquisitive crime rate</b>	41.86 per 1000 4998 crimes	37.33 per 1000 6.4% reduction	7.31 per 1000 for the first qtr: 878 crimes. End of year projection is 29.24	-	-	-	GREEN: ON TARGET	RED	In 08/09 ranked 15th lowest out of 15 in the Most Similar Group(MSG)	GOOD TO BE LOW: Serious Acquisitive Crime rate decreased by 35.2% compared to the same quarter last year and was well within quarterly target of 9.47 per 1000. TVP comment that Operation Breaker reduced house break ins by 19.3% during this first quarter.
<b>Safer Communities:</b> Being Safe, feeling safe	Citizen Experience <b>LAA Target</b>	NI 20	<b>Assault with injury crime rate</b>	1130 offences 11.13 crimes per 1000	Baseline minus 3%	371 offences 3.09 crimes per 1000 pop. End of year projection is 12.36 per 1000	-	-	-	RED	RED	In 08/09 ranked 14th lowest performing out of 15 in Iquanta Most Similar Group(MSG)	GOOD TO BE LOW : The Assault with Less Serious Injury rate has increased by 16% from the same period the previous year. Despite the increase, the overall severity in violence in Slough is reducing. Targets are set for 09/10 onwards.
<b>Safer Communities:</b> Being Safe, feeling safe	Citizen experience	NI 40	Difference in the number of Drug users in effective treatment between years.	75%	Less than 5% of all sentences	-	-	-	-	N/A	-	-	GOOD TO BE HIGH: For Quarter one this year there have been 90 new treatment journeys, it is too early to calculate the % in effective treatment as we need 12 completed weeks per client. The DAAT have under taken several audits to improve data quality and have made structural changes to motivate/make easier for clients to access treatment.

## COUNCIL WIDE BALANCED SCORECARD August 2009

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<b>Safer Communities:</b> Being Safe, feeling safe <b>LAA target</b>	Citizen experience	NI 49	Number of primary fires and related fatalities and non-fatal										GOOD TO BE LOW: On track to reach target For Primary fire incidences and fatalities arising. However poor performance is evident in the first quarter for the number of non fatal casualties arising.
		NI 49 (1)	(1.) Total number of primary fires per 100,000 population;	254.7 fires per year (3 year total:764.2	238.5 fires (including 78.38 dwelling fires) per 100,000 per year	74 fires 6.16 per 100,000 End of year projection is 24.64 per 100,000	-	-	-	GREEN: ON TARGET	-	Ranked 6th (lowest) out of 6 in Berkshire 08/09	
		NI 49 (2)	(2.) Total number of fatalities due to primary fires per 100,000 population	1	1	0 fatal casualties	-	-	-	GREEN: ON TARGET			
		NI 49 (3)	(3.) Total number of non-fatal casualties (excluding precautionary checks) per 100,000 population.	25.1 casualties per year (3 year total:75.31) per 100,000	22.94 casualties per 100,000	1.08 casualties per 100,000, 13 actual casualties	-	-	-	RED			

## COUNCIL WIDE BALANCED SCORECARD August 2009

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<b>Environment: A</b> place to live, work and play <b>LAA Target</b>	Citizen experience	NI 155	Number of affordable homes delivered (gross)	0(Gose have confirmed baseline as 0)	204 dwellings	66	-	-	-	GREEN: ON TARGET	-	Ranked 6th out of 16 IPF comparator group for latest period (01/04/2007 - 31/03/2008)- Upper quartile	HIGH IS GOOD: Target exceeded.
<b>Environment: A</b> place to live, work and play	Citizen experience	NI 157	Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types: Major Planning - % decided within 13 weeks, Minor Planning - % decided within 8 weeks, Other Planning - % decided within 8 weeks	Major 70%	tbc	Major 100%	-	-	-	GREEN: ON TARGET	-	-	GOOD TO BE HIGH: Achieved targets for major and other planning applications, missed target for "minor" applications. Processes have been reviewed so that discussions are now held prior to the application being made resulting in fewer delays and the application being processed in a more timely manner . This indicator is now being monitored closely to ensure that improvements in performance are sustained. Please bear in mind that the current National Government Targets are as follows: Major (80%), Minor(80%), Other (80%) so SBC targets exceed these.
				Minor 89%		Minor 83%				Minor 83%			
				Other 90%		Other 91%				Other 91%			
<b>Environment: A</b> place to live, work and play <b>LAA Target</b>	Citizen experience	NI 175	Access to services and facilities by public transport, walking and cycling (SBC - to LHR) LAA : a) Proportion of the population within a 45 minute journey to Heathrow door to door via public transport . b) Bus passenger journeys to Heathrow from Slough	a)77% b)2,687,624	a) 65%	n/a	-	-	-	N/A	-	-	HIGH IS GOOD: Data available August/September

### COUNCIL WIDE BALANCED SCORECARD August 2009

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<b>Environment:</b> A place to live, work and play <b>LAA target</b>	Citizen experience	NI 177	Local bus passenger journeys originating in the authority area (Data from local bus companies is dependent on bus drivers recording accurate passenger	4,326,200 trips 2006/07	4,614,133 trips	n/a	-	-	-	N/A	-	-	HIGH IS GOOD: Data available in August/September
<b>Environment:</b> A place to live, work and play <b>LAA Target</b>	Citizen experience	NI 192	Household waste reused, recycled and composted	22% 2006/07	28.0%	32.0%	-	-	-	GREEN: ON TARGET	-	-	GOOD TO BE HIGH: The provision of new recycling bins has resulted in increases in waste recycled.
<b>Environment:</b> A place to live, work and play	Citizen experience	NI 193	Municipal waste land filled	76.28% projected	74.0%	69.0%	-	-	-	GREEN: ON TARGET	-	-	GOOD TO BE LOW. Exceeding target

## COUNCIL WIDE BALANCED SCORECARD August 2009

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### EDUCATION AND CHILDREN'S SERVICES

<b>Economy and Skills:</b> Prosperity for all <b>LAA Target</b>	Citizen experience	NI 45	Young offenders engagement in suitable education, employment or training MoJ DSO	Overall 2008/09 76.11% (86/113)	77.0%	61.9% 26 out of 42	-	-	-	AMBER	-	-	GOOD TO BE HIGH. Although there is a significant gap between quarter one performance and target, this level of performance is higher compared to the performance (59.76%) for the same period in 08/09. This indicator has strong seasonal fluctuations (e.g. tying in with end of school year, or start / end of autumn term with college courses). As such, quarterly updates may well mislead with regard to the official annual outturn.
<b>Health and Well Being</b> - Adding years to life and life to years: <b>LAA Target</b>	Citizen experience	NI 59 Local	Initial assessments for children's social care carried out within 7 working days of referral DCSF DSO	73.10%	80.0%	72.7%	-	-	-	AMBER	(07/08) Second Quartile	07/08 data 5th of 11 of its SN Group	GOOD TO BE HIGH: Performance plan established to ensure that end of year result will exceed target. The situation will be monitored monthly.
<b>Health and Well Being</b> - Adding years to life and life to years:	Citizen experience	NI 62	Stability of placements of looked after children: number of moves DCSF DSO	8.80%	<16%	11.7% 16 out of 137	-	-	-	GREEN: ON TARGET	07/08 data Top Quartile	07/08 data Best in 11 SN Group	GOOD TO BE LOW: Some placement change is inevitable, and beneficial, in meeting individual children's particular needs and best interests. However, we would begin to voice concerns if this figure were to exceed the target value. It is theoretically possible to exceed the target threshold yet still evidence best practice performance, since the individual needs of children and young people are what really matter here. Results remains in nationally recognised "best practice" zone.
<b>Health and Well Being</b> - Adding years to life and life to years:	Citizen experience	NI 65	Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO	12.50%	<15%	11.2% 19 out of 170	-	-	-	GREEN: ON TARGET	Upper quartile 07/08	1st out of 11 in its SN group 07/08	GOOD TO BE LOW: On track

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<b>Economy and Skills:</b> Prosperity for all <b>LAA Target</b>	Citizen experience	NI 102 (a)	Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at a) Key Stages 2 and b)4 PSA 11	KS2 baseline - 24%	KS2 - 1.5% decrease - 21%	-	-	-	-	N/A	Lowest Quartile 2008	11th out of its 11 SN Group 2008	GOOD TO BE LOW: Performance for summer 2009 results not yet available. To raise the achievement level the Raising Achievement team provide targeted support and guidance to schools that are below DCSF floor targets. Schools to provide booster classes and breakfast club / after school provision to assist particularly vulnerable groups. Additional targeted support for children with behavioural, SEN needs, looked after children and their carers.
		NI 102 (b)		KS4 baseline - 37%	KS4 - 2% reduction - 33%	-	-	-	lower quartile (Part B)				
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	NI 103	Special Educational Needs a) Percentage of final statements of special education need issued within 26 weeks excluding exception cases as a proportion of all such statements issued in the financial year. (b) Percentage of final statements of special education need issued within 26 weeks as a proportion of all such statements issued in the financial year.	(a) 100% (b) 80% (2007/08)	(a) 100% (b) 90%	a) 100% (53) B) 100% (67)	-	-	-	GREEN: ON TARGET	-	-	GOOD TO BE HIGH: On track

**COUNCIL WIDE BALANCED SCORECARD August 2009**

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<b>Environment:</b> A place to live, work and play <b>LAA target</b>	Citizen experience	NI 110	Young people's participation in positive activities PSA 14	73.7% 2008/09	78.7%	Based on annual survey	-	-	-	N/A	Top quartile 08/09	2nd of 11 in its SN group 08/09	GOOD TO BE HIGH: (Based on annual TellUsSurvey)
<b>Economy and Skills:</b> Prosperity for all	Citizen experience	NI 114	Rate of permanent exclusions from school DCSF DSO	0.00%	To be set in light of comparator performance data.	0.0%	-	-	-	GREEN	-	-	Data collection is via termly census (two terms in arrears)
<b>Economy and Skills:</b> Prosperity for all <b>LAA Target</b>	Citizen experience	NI 117	16 to 18 year olds who are not in education, training or employment (NEET) PSA 14	5.3% Feb 08	4.4%	-	-	-	-	N/A	-	Ranked 1st out of 16 IPF comparator group for latest period (01/01/2008 - 31/12/2008)	GOOD TO BE LOW:Awaiting data for first quarter. There are a number of support programmes in place to address these needs including increasing the network of contacts in the Vol/Business sector to increase opportunities for employment and work experience, consolidate the delivery of the After Care Service for newly employed young people and their employers, fund additional support (Student Liaison Worker) for the new EBC course, Advance to Go, delivery Enhanced Employability Skills group work, negotiate Partnership Agreements with all Schools/Colleges in order to meet the individual needs of each of the Educational establishments, Connexions Special Needs Personal Adviser (PA) to attend Transition reviews and complete 100% of Section 140s and Young Parent PA to encourage increased take up of Care to Learn (in process of joint funding with SBC, new role of Young Parent Co-ordinator).

## COUNCIL WIDE BALANCED SCORECARD August 2009

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<b>RESOURCES</b>													
All	Financial performance	Local	% of capital schemes being delivered within the budget	87%	100%	79% provisionally	-	-	-	AMBER	n/a	n/a	GOOD TO BE HIGH: The figures are based on the approved budget March 09. Therefore will not include any underspends that have been approved by AMG but yet to be approved by cabinet. Hence the figure will improve once approved.
All	Financial performance	NI 179	Value for money - total net value of on-going cash releasing value for money gains that have impacted since the start of the 08/09 financial year		-		-	-	-				
All	Financial performance	Local	% of revenue over/under spent by Department	-0.24%	0%		-	-	-	N/A			Awaiting data
All	Financial performance	Local	% of revenue over/under spent in total	0.00%	0%		-	-	-	N/A			Awaiting data
All	Financial performance	Local	% of funding raised from external services	not available	tbc		-	-	-	N/A			Definition requires further clarification
All	Financial performance	Local	% of savings in budget strategy being delivered	not available	100%		-	-	-	N/A			Process being developed
All	Financial performance	Local	% Rate of return on treasury investments	5.81%	tbc		-	-	-	N/A			Process being developed
All	Financial performance	Local	% of Council Tax collected within the year	94.7% (Feb 09)	95.30%		-	-	-	N/A			This indicator is cumulative and, therefore, will increase as the year progresses.

## COUNCIL WIDE BALANCED SCORECARD August 2009

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All	Financial performance	Local	% of undisputed invoices paid within 30 days	not available	90%	-	-	-	-	N/A	n/a	n/a	
All	Citizens experience	Local	Average queue time at My Council	<b>Yr 50mins</b>	30mins	28 mins	-	-	-	GREEN	n/a	n/a	Target time of 30 minutes waiting time has improved to 28 minutes average waiting time.
All	Citizens experience	Local	Issues resolved Live at My Council	88%	80%	88%	-	-	-	GREEN	n/a	n/a	GOOD TO BE HIGH: Exceeding target
All	Citizens experience	Local	Average queue time for general enquiries (Call Centre - by phone)	<b>Yr 2.48</b>	1.5mins	4.5 mins	-	-	-	RED	n/a	n/a	The reforecast from 07/08 (3.5mins) to 1.5mins has proved optimistic, with the impact of voicemail option not persuading customers to leave a message rather than holding. A trial of removing the option to wait (ie forcing customer to leave a message or disconnect) is planned and awaiting final management approval.
All	Citizens experience	Local	Average queue time for Council Tax enquiries (Call Centre - by phone)	<b>Yr 5.27%</b>	7mins	6.7 mins	-	-	-	GREEN	n/a	n/a	GOOD TO BE LOW: Exceeding target
All	Citizens experience	Local	Average queue time for Benefits enquiries (Call Centre - by phone)	<b>Yr 5.43</b>	7mins	7 mins	-	-	-	GREEN	n/a	n/a	Target has been met, although there is no improvement from the previous quarter
All	Citizens experience	Local	Average queue time for Social Care enquiries (Call Centre - by phone)	<b>Yr 30 secs</b>	45secs	28 secs	-	-	-	GREEN	n/a	n/a	GOOD TO BE LOW: Exceeding target
All	Citizens experience	Local	Issues resolved Live by phone	<b>Yr 82%</b>	75%	78%	-	-	-	GREEN	n/a	n/a	GOOD TO BE HIGH: Exceeding target
All	Citizens experience or Financial performance	Local	% of Housing Benefit claims determined within 14 days of all necessary information being received	not available	98%	-	-	-	-	N/A	n/a	n/a	IT problems have delayed reporting.
All	Citizens experience	Local	% of complaints responded to within 10 working days	90.60%	90%	90%	-	-	-	GREEN	n/a	n/a	This represents the number of complaints received council wide of departments who have logged and completed Stage 1 complaints on the councils Respond system excluding People 1st and Social care who have their own monitoring figures.

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. <i>Where not available PWC rankings used</i>	Latest Comparator Group Position <i>(Lowest figure relates to best performance)</i>	Comments and corrective action if red Status
All	Performance and risk	Local	% of Annual Governance Statement action plan implemented	not available	tbc	See comment	-	-	-	N/A	n/a	n/a	The AGS should be produced by the Head of Governance or Central Finance. In 07/08 the Audit section produced the AGS. In 08/09 the Head of Governance was charged with producing the AGS although the Audit section had a significant input in pushing this to finalisation. In 09/10 the production of the AGS needs to be clearly defined.
All	Performance and risk	Local	% of legionella/asbestos checks in place	not available	tbc	-	-	-	-	N/A	n/a	n/a	Process being put in place.
All	Performance and risk	Local	% of business continuity plans in place	5 accumulative	5	See comment	-	-	-	N/A	n/a	n/a	Methodology for reporting this indicator is under review following the increase in Business Continuity Plans from 25 to 45 following the swine flu outbreak.
All	Performance and risk	Local	Number of reservations raised by external auditors in Data Quality Audit	0	0	Data available once audit is complete in September	-	-	-	N/A	n/a	n/a	Substantial Improvement acknowledged by Audit Commission in 08/09 through work by Internal Audit and by the Policy and Performance section
All	Performance and risk	Local	% IT issues resolved within the agreed SLA	95.22%	94%	awaiting data	-	-	-	N/A	n/a	n/a	GOOD TO BE HIGH :

## COUNCIL WIDE BALANCED SCORECARD August 2009

Links to Key Priorities/ LAA themes	Perspective	PI No.	Description of indicator	2008/09 outturn or agreed baseline	2009/10 Target	Quarter 1 Outturn Apr-Jun 09	Quarter 2 Outturn Jul-Sep 09	Quarter 3 Outturn Oct-Dec 09	Quarter 4/ End of year Outturn Jan-Mar 10	Status against Target RAG	Latest National Quartile Position. Where not available PWC rankings used	Latest Comparator Group Position (Lowest figure relates to best performance)	Comments and corrective action if red Status
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### RESOURCES (HUMAN RESOURCES AND EQUALITIES)

All	People (Staff)	Local	% of staff eligible for an appraisal with an appraisal in place in the year across all SBC	22.6% Target not met	75%	9.3%	-	-	-	RED	n/a	n/a	GOOD TO BE HIGH: Appraisals are an important part of staff advancement and development. Appraisal completion rates are reported by means of Directorate statistics on a quarterly basis which in turn are reviewed at Directorate SMT's. Managers are encouraged to ensure appraisal top sheets are returned to HR in order to provide a complete picture of the amount of appraisals being undertaken
All	People (Staff)	Local	Days sick leave per member of staff	10.0 days Target not met	10days	2.3 days	-	-	-	GREEN	n/a	n/a	GOOD TO BE LOW: 0.1% increase on last quarter. Whilst RAG status is green, with the current swine flu pandemic it is anticipated that this will show an upward trend over the next quarter and the remainder of the year.
All	People	Local	a) New Disciplinarys started within the period b) new grievances within the period	a)6 b)4	tbc	(a) 5 disciplinary (b) 3 grievances	-	-	-	N/A	n/a	n/a	GOOD TO BE LOW:
All	People (Staff)	Local	Staff turnover all SBC	7.3% Target met	10.06% tbc	1.4%	-	-	-	GREEN	n/a	n/a	GOOD TO BE LOW: Turnover figures are based on voluntary resignations and currently show a slight drop (0.3%) when compared to the same quarter in 2007/08. This is to be expected given the current economic climate.
All	People	Local	% of agency staff placed via Per Temps	not available	tbc	Awaiting data	-	-	-	N/A		n/a	Awaiting data

**Notes:**

**Family Group/Benchmarking**

**MSG:** Home Office Most Similar Group

**SN:** DCSF Statistical Neighbours used for indicators relating to Children's' and Education Services

**IPF:** Institute of Personal Finance Family Group is recommended by the Audit Commission

**PWC** rankings provide indicative benchmarking against other authorities in the absence of official nationally published data

**ADASS:** Adult Social care benchmarking Club

**National quartiles** indicate position against all authorities nationally

**CAPITAL PROGRAMME MONITORING 2009 / 2010**

**APPENDIX B**

Line	Cost Centre	EXPENDITURE	Funding Source	2009/2010	2009/2010	2009/2010	2009/2010	% of	2009/2010	Cumm. Total	Cumm. Total	Cumm. Total
				March 2009 Approved Budget	July 2009 Provisional Budget	Spend per Oracle to July 09	Variance to July 09 Budget	Spend to July 09 Budget	Budget Committed to Date			
				£'000		£'000	£'000	%	£'000	£'000	£'000	£'000
<b>Community and Wellbeing</b>												
1	P860	DCSF Play	G	405	405	-5	-410	-1%	0	0	300	390
2	P869	New Community Centre at TVCC Site	M	1,500	150	30	-120	20%	150	31	81	150
3	P645	Voluntary Sector Accommodation	M	1,500	0	0	0	0%	0	0	0	0
<b>Education and Children's Services</b>												
4	P648	Amalgamation/School Reorganisation - Lea School	M	2,238	1,906	564	-1,342	30%	1,906	1,038	1,606	1,906
5	P664	Baylis Court - Building School For the Future (P666)	G / M	1,542	575	157	-418	27%	575	375	475	575
6	P749	Colnbrook Graduated Children's centre	G	355	354	15	-339	4%	0	0	0	0
7	P376	Education Capital - Improvements to Schools Portfolio	M	400	309	0	-309	0%	0	0	0	0
8	P624	Lynch Hill School - External Surfaces	G / M	219	391	0	-391	0%	391	50	300	391
9	P856	Replace Springboard (TCF)	G/M	500	500	0	-500	0%	0	0	0	0
10	P783	Schools Devolved Capital	G/M	0	4,159	739	-3,420	18%	800	500	800	3,582
11	P868	Slough Islamic School	G/M	500	500	32	-468	6%	500	200	500	500
12	P855	Westgate Expansion (TCF)	G / M	500	530	0	-530	0%	530	250	350	530
13	P720	Wexham School for the Future (TCF)	G / M	1,065	1,335	943	-392	71%	1,462	1,462	1,462	1,462
<b>Green and Built Environment</b>												
14	P231	Art at the Centre - Revitalising the High Street	G / M	400	950	823	-127	87%	700	700	950	950
15	P779	Britwell & Northborough Regeneration	M	1,000	0	0	0	0%	0	0	0	0
16	P875	CCTV Relocation	M	500	500	0	-500	0%	0	0	0	0
17	P873	Crematorium EPA	M	1,300	650	0	-650	0%	0	0	0	650
18	P655	Greener Travel	M	853	650	-19	-669	-3%	0	100	400	650
19	P728	Highway Reconfiguration & Resurface	M	600	672	24	-648	4%	9	9	672	672
20	P879	ITS - Real Time Passenger Information	M	750	750	0	-750	0%	0	0	450	750
21	P661	Local Safety Scheme Programme	M	300	250	11	-239	4%	3	80	180	250
22	P880	Parks & Open Spaces	M	600	600	38	-562	6%	40	300	300	600
23	P662	Street Lighting Improvements Programme	M	500	495	84	-411	17%	30	110	270	495
<b>Green &amp; Built Environment: Affordable Housing</b>												
24	P799	A2 Housing - Slough Garages Phase 3 (Other)	G / M	420	0	0	0	0%	0	0	0	0
25	P798	Sovereign HA - Misc. family homes purchases	G / M	340	433	144	-289	33%	433	67	278	433
<b>Resources/Improve &amp; Development/C. Executive</b>												
26	P784	Accommodation Strategy	M	2,925	6,475	784	-5,691	12%	700	1,295	2,590	6,475
27	P296	Computer Hardware & Operating Systems	M	622	630	111	-519	18%	50	200	300	400
28	P365	Customer Service Centre	M	400	249	-239	-488	-96%	310	400	500	600
29	P827	DDA Improvement Works	M	1,000	972	104	-868	11%	0	0	0	0

**CAPITAL PROGRAMME MONITORING 2009 / 2010**

**APPENDIX B**

Line	Cost Centre	EXPENDITURE	Funding Source	2009/2010	2009/2010	2009/2010	2009/2010	% of	2009/2010	Cumm. Total	Cumm. Total	Cumm. Total
				March 2009 Approved Budget	July 2009 Provisional Budget	Spend per Oracle to July 09	Variance to July 09 Budget	Spend to July 09 Budget	Budget Committed to Date			
				£'000	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
30	P157	Heart of Slough Project	M	5,000	5,665	856	-4,809	15%	1,034	1,034	1,034	1,034
		<b>Housing Revenue Account</b>										
31	P559	ALMO - External Package Improvements	M	2,270	0	13	13	0%	0	0	0	0
32	P558	ALMO - Internal Package Improvements	M	7,373	15,782	1,969	-13,813	12%	15,782	5,250	10,500	15,782
33	P555	Digital Switchover	M	566	300	0	-300	0%	0	0	0	0
34	P556	ALMO - Improvements for Sustainability	M	456	0	0	0	0%	0	0	0	0
35	P551	Security & Controlled Entry Modernisation	M	133	155	0	-155	0%	0	0	0	0
36	P552	Window Replacement Programme	M	668	543	7	-536	1%	0	0	0	0
37	P516	Winvale Refurbishment	M	534	977	2	-975	0%	0	0	0	0
38		<b>TOTAL CAPITAL SPEND</b>		<b>40,234</b>	<b>48,812</b>	<b>7,187</b>	<b>-41,625</b>	<b>13%</b>	<b>25,405</b>	<b>13,451</b>	<b>24,298</b>	<b>39,227</b>

**PRUDENTIAL INDICATORS**

Prudential indicators as at 31<sup>st</sup> July 2009:

	Indicator	2009-10 <b>July 09</b> Budget £'000	2009-10 <b>July. 09</b> Actual £'000
1	Capital Expenditure General Fund HRA <b>Total</b>	42,458 23,203 <b>65,661</b>	<b>6,533</b> <b>1,799</b> <b>8,332</b>
2	Capital Financing Sources Grants & Contributions Capital Receipts Capital Fund Revenue and Major Repair Allowance Supported Borrowing Self Financed Borrowing <b>Total</b>	10,269 8,246 1,342 4,842 20,681 20,281 <b>65,661</b>	1,204 248 0 1,799 5,081 0 <b>8,332</b>
3	Capital Financing Requirement  <b>HRA</b> General Fund <b>Total CFR</b>	23,130 64,577 <b>87,707</b>	<b>7,591</b> <b>44,235</b> <b>51,826</b>
4	<b>Actual Net Borrowing</b>	47,679	-26,863
5	<b>Authorised Limit for External Debt</b>	86,000	<b>69,481</b>
6	<b>Operational Boundary for External Debt</b>	81,200	69,481
7	<b>Incremental Impact on Band D Council Tax</b>	-3.94	-12.85
8	TREASURY MANAGEMENT: (a) CIPFA Code Adopted  (b) Interest Rate Exposure - Fixed Rate Borrowing - Variable Rate Borrowing  (c) Investment Longer than 364 days  (d) Maturity Structure of Borrowing: - Under 12 months - 1 to 2 years - 2 to 5 years - 5 to 10 years - 10 years+	Yes  75 - 100% 0 - 25%  £25,000  0-25% 0-25% 0-50% 0-75% 25-90%	<b>Yes</b>  100% 0%  £15,784  0% 1% 26% 10% 63%

## *PRUDENTIAL INDICATORS – A GUIDE*

1. **Capital Financing Summary** – Although this indicator is not required by the Prudential Code, it is included within the monitoring so that the capital financing sources can be clearly identified.
2. **Capital Financing Requirement** – This is derived by aggregating specified items from the Council's balance sheet and represents the underlying level of borrowing required to finance historic capital expenditure. The actual **net borrowing** is lower than this because of the reserve part of capital receipts accumulated till 31<sup>st</sup> March 2004, the beginning of the Prudential system.
3. **Actual Net Borrowing** – represents actual long term borrowing needs (including forward funding for future years) less temporary investments. This is a key indicator and Section 3 of the Local Government Act 2003 requires the Council to ensure that net borrowing does not exceed the Capital Financing Requirement.
4. **Authorised Borrowing Limit and Operational Boundary for external debt** – the former represents a maximum limit for borrowing, which must not be breached and therefore additional headroom has been included to cater for unplanned cash flow situations. The latter is a better benchmark as it represents a more likely scenario.
5. **Incremental Impact on Band D Council Tax** – This represents the interest and Minimum Revenue Provision (Principal repayments) of all General Fund Borrowing gross of capital financing FSS. This indicator is calculated by taking the difference between debt charges based on the existing approved capital programme and the debt charges based on the actual spend to-date and dividing the result by the tax base for Council Tax. As the actual capital spend to the end of September 2008 has been funded mainly from capital grants and capital receipts, i.e. non-borrowing sources, indicator 7 reflects the negative impact on council tax compared to the July 2008 approved budget for the full year.

**Treasury Management** – these indicators form part of the treasury management strategy and policy statement approved each year before the beginning of the financial year. The main indicator is the adoption of CIPFA Code of Practice for Treasury Management, which the Council adopted before the current Prudential System was introduced.

**SUMMARY OF CAPITAL PROGRAMME**

**APPENDIX D**

Line	Summary	2009/2010	2009/2010	2010/2011	2010/2011	2011/2012	2011/2012	2012/2013	2012/2013	2013/2014	2013/2014	TOTAL	TOTAL
		March 2009 Estimate	July 2009 Estimate										
	<b>EXPENDITURE</b>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>GENERAL FUND PROGRAMME</b>												
1	Community and Wellbeing	3,940	2,006	8,665	13,015	0	500	0	0	0	0	12,605	15,521
2	Education and Children's Services	8,182	12,843	6,752	13,958	2,800	2,800	0	0	0	0	17,734	29,601
3	Green and Built Environment	10,848	9,478	5,644	9,713	2,866	3,778	2,446	2,446	0	0	21,804	25,415
4	Green & Built Environment: Affordable Housing	2,637	2,462	563	1,235	970	1,940	0	210	0	0	4,170	5,847
5	Resources/Improve & Development/C. Executive	11,341	15,669	15,200	15,200	11,414	11,414	2,375	2,375	779	779	41,109	45,437
	Sub Total	36,948	42,458	36,824	53,121	18,050	20,432	4,821	5,031	779	779	97,422	121,821
6		<b>36,948</b>	<b>42,458</b>	<b>36,824</b>	<b>53,121</b>	<b>18,050</b>	<b>20,432</b>	<b>4,821</b>	<b>5,031</b>	<b>779</b>	<b>779</b>	<b>97,422</b>	<b>121,821</b>
	<b>HOUSING REVENUE ACCOUNT</b>												
7	Housing Revenue Account	13,534	23,203	13,623	6,623	10,869	10,869	5,104	5,104	5,090	5,090	48,220	50,889
8		<b>13,534</b>	<b>23,203</b>	<b>13,623</b>	<b>6,623</b>	<b>10,869</b>	<b>10,869</b>	<b>5,104</b>	<b>5,104</b>	<b>5,090</b>	<b>5,090</b>	<b>48,220</b>	<b>50,889</b>
9	<b>TOTAL CAPITAL PROGRAMME</b>	<b>50,482</b>	<b>65,661</b>	<b>50,447</b>	<b>59,744</b>	<b>28,919</b>	<b>31,301</b>	<b>9,925</b>	<b>10,135</b>	<b>5,869</b>	<b>5,869</b>	<b>145,642</b>	<b>172,710</b>
	<b>SOURCE OF FINANCING</b>												
	<b>GENERAL FUND PROGRAMME</b>												
10	Capital Grants & Contributions	3,351	10,173	5,453	8,453	0	0	0	0	0	0	8,804	18,626
11	Capital Fund	0	1,342	0	0	0	0	0	0	0	0	0	1,342
12	Prudential Borrowing	29,260	25,423	26,648	40,568	5,880	7,572	0	0	0	0	61,788	73,563
13	Capital Receipts	4,337	5,520	6,223	4,100	12,670	12,860	4,821	5,031	779	779	28,830	28,290
14		<b>36,948</b>	<b>42,458</b>	<b>38,324</b>	<b>53,121</b>	<b>18,550</b>	<b>20,432</b>	<b>4,821</b>	<b>5,031</b>	<b>779</b>	<b>779</b>	<b>99,422</b>	<b>121,821</b>
	<b>HOUSING REVENUE ACCOUNT</b>												
15	Capital Grants & Contributions	0	96	0	0	0	0	0	0	0	0	0	96
16	Revenue / Major Repairs Allowance	4,795	4,842	4,885	4,885	4,977	4,977	4,904	4,904	4,890	4,890	24,451	24,498
17	Prudential Borrowing (Including ALMO)	8,539	15,539	8,538	1,538	5,692	5,692	0	0	0	0	22,769	22,769
18	Capital Receipts	200	2,726	200	200	200	200	200	200	200	200	1,000	3,526
19		<b>13,534</b>	<b>23,203</b>	<b>13,623</b>	<b>6,623</b>	<b>10,869</b>	<b>10,869</b>	<b>5,104</b>	<b>5,104</b>	<b>5,090</b>	<b>5,090</b>	<b>48,220</b>	<b>50,889</b>
20	<b>TOTAL FINANCING</b>	<b>50,482</b>	<b>65,661</b>	<b>51,947</b>	<b>59,744</b>	<b>29,419</b>	<b>31,301</b>	<b>9,925</b>	<b>10,135</b>	<b>5,869</b>	<b>5,869</b>	<b>147,642</b>	<b>172,710</b>

**SOURCES OF FUNDING**

M = Mainline Resources: Prudential Borrowing, Capital Receipts, Revenue Contributions, Major Repairs Allowance.

G = Capital Grants and Contributions

GENERAL FUND CAPITAL PROGRAMME															Appendix D	
Line	Capital Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate	
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
		<b>Community and Wellbeing</b>														
1		Age Concern & Voluntary Resource	M	0	200	0	0	0	0	0	0	0	0	0	200	
2	P380	Boiler/Electrical Replacement - Community Facilities	M	0	0	0	0	0	0	0	0	0	0	0	0	
3	P785	Care Home Reprovision - Associated Roadworks	M	0	36	0	0	0	0	0	0	0	0	0	36	
4	P724	Childrens Play Area - Redesign & Upgrade	M	0	0	0	0	0	0	0	0	0	0	0	0	
5	P854	Children's Play Programme - Big Lottery	G	0	247	0	0	0	0	0	0	0	0	0	247	
6	P793	Cippenham Library Extension	G	25	118	0	0	0	0	0	0	0	0	25	118	
7	P277	Community Care / Day Care Project	M	0	190	0	0	0	0	0	0	0	0	0	190	
8	P718	Cornerhouse Works (Sensory Needs Team)	M	0	0	0	0	0	0	0	0	0	0	0	0	
9	P872	Day Service Re-Provision	M	100	100	350	350	0	0	0	0	0	0	450	450	
10	P710	DDA/SEND Act Compliance Works (2005/2006)	G	0	0	0	0	0	0	0	0	0	0	0	0	
11	P860	Fair Play Playbuilder Schemes	G	405	405	405	405	0	0	0	0	0	0	810	810	
12	P863	Free Swimming Initiative	G	0	0	0	0	0	0	0	0	0	0	0	0	
13	P851	Health & Safety Works	M	0	0	0	0	0	0	0	0	0	0	0	0	
14	P383	Heritage Lottery Parks Bid (Herschel Park)	M	200	0	0	0	0	0	0	0	0	0	200	0	
15	P723	Home Care e-rostering System	M	0	60	0	0	0	0	0	0	0	0	0	60	
16	P722	Home Care e-timesheet System	M	0	60	0	0	0	0	0	0	0	0	0	60	
17	P100	Kederminster Park/Mercian Way Changing Rooms	G	0	0	0	0	0	0	0	0	0	0	0	0	
18	P730	Leisure Services Programme	M	100	113	0	0	0	0	0	0	0	0	100	113	
19	P636	Longcroft Care Home - Install LST. Radiators	M	0	0	0	0	0	0	0	0	0	0	0	0	
20	P794	Mental Health Centre Car Park	M	0	0	0	0	0	0	0	0	0	0	0	0	
21	P815	Montem Sports Centre - Replace Cooling Tower	M	0	0	0	0	0	0	0	0	0	0	0	0	
22	P869	New Community Centre at TVCC Site (Net Bid)	M	1,500	150	5,500	6,850	0	0	0	0	0	0	7,000	7,000	
23	P852	New Facilities at Haymill (Net Bid)	M	100	100	2,400	3,900	0	500	0	0	0	0	2,500	4,500	
24	P309	Playground Upgrade / Improvements	M	0	28	0	0	0	0	0	0	0	0	0	28	
25	P310	Refurbish & Upgrade Community Facilities	M	0	0	0	0	0	0	0	0	0	0	0	0	
26	P313	Refurbishment Costs - Langley Library	M	0	0	0	0	0	0	0	0	0	0	0	0	
27	P314	Replace / Upgrade Library Computer System	M	10	20	10	10	0	0	0	0	0	0	20	30	
28	P331	Social Care IT System	M	0	113	0	0	0	0	0	0	0	0	0	113	
29	P857	Social Care Project DOH	G	0	60	0	0	0	0	0	0	0	0	0	60	
30	P737	Speedwell Relocation Project (Wexham Nursery Site)	M	0	0	0	0	0	0	0	0	0	0	0	0	
31	P645	Voluntary Sector Accommodation	M	1,500	0	0	1,500	0	0	0	0	0	0	1,500	1,500	
32	P602	Weekes Drive Community Centre Modifications	M	0	0	0	0	0	0	0	0	0	0	0	0	
33	P727	West Wing Arts Centre - Car Park Resurface	M	0	6	0	0	0	0	0	0	0	0	0	6	
34		<b>Total Community and Wellbeing</b>		<b>3,940</b>	<b>2,006</b>	<b>8,665</b>	<b>13,015</b>	<b>0</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,605</b>	<b>15,521</b>	
		<b>Education and Children's Services</b>														
35	P648	Amalgamation Lea School (Nursery & Childrens Centre)	M	2,238	1,906	52	52	0	0	0	0	0	0	2,290	1,958	
36	P868	Amalgamation Lea School (Slough Islamic School Road Works)	M	500	500	0	0	0	0	0	0	0	0	500	500	
37	P664	Baylis Court - Building a School for the Future Phase 1 (TCF)	G / M	1,542	575	2,500	3,441	0	0	0	0	0	0	4,042	4,016	
38	P663	Baylis Court - Building Services (heating) Phase 1	G / M	15	15	0	0	0	0	0	0	0	0	15	15	
39	P665	Baylis Court - Provision of science lab/art room/suitability	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
40	P666	Baylis Court - Sports Hall to replace gymnasium Phase 1	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
41	P765	Beechwood/Arbour Vale - Fibre optic installation diversion	G / M	20	20	0	0	0	0	0	0	0	0	20	20	
42	P667	Castleview Primary - Library improvements	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
43	P668	Castleview Primary - SEN Improvements Phase 1	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
44	P650	Chalvey Y & C. Outdoor Games Area	M	0	0	0	0	0	0	0	0	0	0	0	0	
45	P766	Cippenham Junior - External hardplay/drainage repairs	G / M	0	0	0	0	0	0	0	0	0	0	0	0	
46	P767	Cippenham Junior - Window replacement	G / M	5	0	0	0	0	0	0	0	0	0	5	0	
47	P748	Cippenham Nursery Graduated Childrens Centre	G	0	0	0	0	0	0	0	0	0	0	0	0	
48	P749	Colnbrook Graduated Childrens Centre	G	355	354	0	0	0	0	0	0	0	0	355	354	

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GENERAL FUND CAPITAL PROGRAMME														Appendix D	
Line	Capital Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
49	P673	DDA/SENDA Access works	G / M	150	231	0	0	0	0	0	0	0	0	150	231
50	P376	Education Capital - Improvements to Schools Portfolio	M	400	309	0	0	0	0	0	0	0	0	400	309
51	P768	Godolphin Infant - Roof replacement	G / M	31	31	0	0	0	0	0	0	0	0	31	31
52	P769	Godolphin Infant - Window replacement phase 2	G / M	84	84	0	0	0	0	0	0	0	0	84	84
53	P786	Godolphin Junior Phase 1 (M&E)	G	3	42	0	0	0	0	0	0	0	0	3	42
54	P678	Herschel Grammar - M&E services upgrade phase 2	G / M	0	0	0	0	0	0	0	0	0	0	0	0
55	P850	James Elliman - Roof Repairs	M	0	33	0	0	0	0	0	0	0	0	0	33
56	P750	James Elliman Graduated Childrens Centre (Farnham)	G	0	0	0	0	0	0	0	0	0	0	0	0
57	P729	Khalsa Sikh Primary School (Funding Gap)	M	0	183	0	0	0	0	0	0	0	0	0	183
58	P623	Littledown School - Toilets	M	0	3	0	0	0	0	0	0	0	0	0	3
59	P046	LSC-Wexham	G	0	0	0	0	0	0	0	0	0	0	0	0
60	P682	Lynch Hill Primary - Replacement windows/remodelling	G / M	0	0	0	0	0	0	0	0	0	0	0	0
61	P624	Lynch Hill School - External Surfaces	M	219	391	0	0	0	0	0	0	0	0	219	391
62	P714	Marish Children's Centre	G	0	0	0	0	0	0	0	0	0	0	0	0
63	P684	Marish Junior - Replacement windows	G / M	0	0	0	0	0	0	0	0	0	0	0	0
64	P791	Montem Infants N.O.F	G	0	0	0	0	0	0	0	0	0	0	0	0
65	P628	Our Lady of Peace Infant - Autistic Resource Unit	M	0	78	0	0	0	0	0	0	0	0	0	78
66	P652	Outside Sports Renovation Orchard Y & C.	G / M	0	0	0	0	0	0	0	0	0	0	0	0
67	P770	Parlaunt Park Primary - Roof works	G / M	200	0	0	0	0	0	0	0	0	0	200	0
68	P885	Parlaunt Park Primary Refurbishment (PCP1)			292		2,708		0		0		0		3,000
69	P653	PFI. Safe Routes to School	M	98	98	0	0	0	0	0	0	0	0	98	98
70		Primary Expansion - Lea Primary School	M	0	0	500	500	2,500	2,500	0	0	0	0	3,000	3,000
71	P687	Priority 1 repairs at schools awaiting PFI replacement	G / M	0	0	0	0	0	0	0	0	0	0	0	0
72	P882	Priory Schools Childrens Centre	M	0	48	0	0	0	0	0	0	0	0	0	48
73	P856	Replace Springboard (TCF)	G	500	500	0	0	0	0	0	0	0	0	500	500
74	P884	Schools Bulge Classes	M	0	250	0	0	0	0	0	0	0	0	0	250
75	P783	Schools Devolved Capital (2007/08 & 2008/09)	G	0	4,159	0	0	0	0	0	0	0	0	0	4,159
76	P689	Schools Kitchen upgrades - Godolphin Junior Ventilation	G / M	0	0	0	0	0	0	0	0	0	0	0	0
77	P690	Schools Kitchen upgrades Programme	G / M	3	54	0	0	0	0	0	0	0	0	3	54
78	P692	Site Controller Accommodation - refurbishment programme	G / M	0	0	0	0	0	0	0	0	0	0	0	0
79	P719	Slough & Eton CE School (TCF)	G / M	117	19	0	0	0	0	0	0	0	0	117	19
80	P773	Slough Grammar - Mechanical Services Upgrade	G / M	0	190	0	0	0	0	0	0	0	0	0	190
81	P771	Slough Grammar - Window replacement phase 1	G / M	12	50	0	0	0	0	0	0	0	0	12	50
82	P772	Slough Grammar - Window replacement phase 2	G / M	0	0	0	0	0	0	0	0	0	0	0	0
83	P751	St Mary's Graduated Childrens Centre (Upton)	G	25	25	0	0	0	0	0	0	0	0	25	25
84	P068	The Crown Relocation (Young Peoples Centre)	G / M	5	5	0	0	0	0	0	0	0	0	5	5
85	P859	Upton Lea Community Centre/Children's Centre Refurbishment	G / M	0	0	0	0	0	0	0	0	0	0	0	0
86	P093	Voluntary Aided Schools LEA Liability	M	33	63	0	0	0	0	0	0	0	0	33	63
87	P855	Westgate Expansion (TCF)	G	500	530	3,700	3,700	300	300	0	0	0	0	4,500	4,530
88	P698	Westgate School - M&E services upgrade Phase 2	G / M	0	0	0	0	0	0	0	0	0	0	0	0
89	P699	Westgate School - Replace gym windows and structure	G / M	10	27	0	0	0	0	0	0	0	0	10	27
90	P760	Wexham Court Primary-Correct drains/upgrade external area	G / M	52	0	0	0	0	0	0	0	0	0	52	0
91	P886	Wexham Court Primary Expansion (PCP2)	G / M		443		3,557		0		0		0		4,000
92	P720	Wexham School for the Future (TCF)	G / M	1,065	1,335	0	0	0	0	0	0	0	0	1,065	1,335
93		<b>Total Education and Children's Services</b>		<b>8,182</b>	<b>12,843</b>	<b>6,752</b>	<b>13,958</b>	<b>2,800</b>	<b>2,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,734</b>	<b>29,601</b>
		<b>Green and Built Environment</b>													
94	P388	20 mph Speed Zones	M	0	8	0	0	0	0	0	0	0	0	0	8
95	P755	A4 Bath Road / Huntercombe Toucan Crossing (S106)	G	0	0	0	0	0	0	0	0	0	0	0	0
96	P738	Air Quality Award Grant	G	19	19	0	0	0	0	0	0	0	0	19	19
97	P782	Air Quality Award Grant (2007/08)	G	48	37	0	11	0	0	0	0	0	0	48	48

GENERAL FUND CAPITAL PROGRAMME														Appendix D	
Line	Capital Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
98	P119	Air Quality Management	M	0	14	14	0	0	0	0	0	0	0	14	14
99	P231	Art at the Centre - Revitalising the High Street	G / M	400	950	0	0	0	0	0	0	0	0	400	950
100	P861	Births, Deaths & Marriages Air Conditioning	M	0	36	0	0	0	0	0	0	0	0	0	36
101	P779	Britwell & Northborough	M	1,000	0	0	2,218	0	0	0	0	0	0	1,000	2,218
102	P874	Casualty Reduction and Road Safety Programme	M	300	50	300	425	300	425	300	300	0	0	1,200	1,200
103	P788	CCTV (Retail)	G	0	0	0	0	0	0	0	0	0	0	0	0
104	P875	CCTV Relocation	M	500	500	700	700	0	0	0	0	0	0	1,200	1,200
105	P876	CCTV Town Centre	M	74	0	0	0	0	0	0	0	0	0	74	0
106	P813	Centre Nurseries Boiler Replacement	G	0	0	0	0	0	0	0	0	0	0	0	0
107	P302	Chalvey Waste Transfer Station	M	34	1	0	0	0	0	0	0	0	0	34	1
108	P873	Crematorium EPA	M	1,300	650	50	700	50	50	0	0	0	0	1,400	1,400
109	P643	Gas Analysers - Slough Crematorium	M	40	40	0	0	0	0	0	0	0	0	40	40
110	P877	Greener Slough	M	60	60	0	0	0	0	0	0	0	0	60	60
111	P655/P323	Greener Travel	M	853	650	250	669	250	250	250	250	0	0	1,603	1,819
112	P744	Hatfield MSCP Improvements	G	0	0	0	0	0	0	0	0	0	0	0	0
113	P383	Herschel Park Project (Heritage Lottery Parks)	G / M	0	200	0	0	0	0	0	0	0	0	0	200
114		Highway and Land Drainage Improvements	M	0	0	110	110	110	110	110	110	0	0	330	330
115	P656	Highway Asset Management System	M	0	15	0	0	0	0	0	0	0	0	0	15
116	P728	Highway Reconfiguration & Resurface	M	600	672	600	600	0	0	0	0	0	0	1,200	1,272
117		Highway Reconfiguration & Resurfacing	M	0	0	0	0	500	500	500	500	0	0	1,000	1,000
118	P878	Highways Road and Pavement Resurfacing	M	200	250	0	0	0	0	0	0	0	0	200	250
119	P600	Highways/Land Drainage- Rehabilitation/Upgrading	M	91	91	0	0	0	0	0	0	0	0	91	91
120	P006/4022	Housing Imp. Grants: Disabled Facilities (Discretion)	M	50	105	50	50	50	50	50	50	0	0	200	255
121	P006/4020	Housing Imp. Grants: Disabled Facilities (Mandatory)	G / M	236	882	236	236	236	236	236	236	0	0	944	1,590
122	P004	Housing Imp. Grants: Landlord (Private Rented)	G / M	786	280	200	503	200	502	200	200	0	0	1,386	1,485
123	P003	Housing Imp. Grants: Minor Works	G / M	300	175	0	175	0	174	0	0	0	0	300	524
124	P005	Housing Imp. Grants: Renovation (Owner Occupied)	G / M	425	160	0	162	0	162	0	0	0	0	425	484
125	P879	ITS - Real Time Passenger Information (Net Bid)	G / M	750	750	500	500	0	0	0	0	0	0	1,250	1,250
126	P756	Langley Neighbourhood Offices	G	0	0	0	0	0	0	0	0	0	0	0	0
127	P721	Lascelles Pavilion Refurbishment	G	0	97	0	0	0	0	0	0	0	0	0	97
128	P753	Linear Park - Cycleway (S106)	G	0	0	0	0	0	0	0	0	0	0	0	0
129	P661	Local Safety Scheme Programme	M	300	250	348	348	0	149	0	0	0	0	648	747
130	P871	Neighbourhood Enhancements	M	500	500	400	400	300	300	300	300	0	0	1,500	1,500
131	P322	Parking Strategy	M	77	70	0	0	0	0	0	0	0	0	77	70
132	P880	Parks & Open Spaces	M	600	600	600	600	0	0	0	0	0	0	1,200	1,200
133	P226	Public Transport Cippenham Commitment (S106)	G	0	0	0	0	0	0	0	0	0	0	0	0
134	P862	Quality Inn - Brands Hill	G	0	0	0	0	0	0	0	0	0	0	0	0
135	P644/P802	Replacement of Cremator Brickwork	M	14	14	0	0	0	0	0	0	0	0	14	14
136	P323/P661	Road Safety Programme	M	0	0	74	76	0	0	0	0	0	0	74	76
137	P745	Route 77 Bus Service Improvements (S106)	G	0	0	0	0	0	0	0	0	0	0	0	0
138		Slough Station Forecourt/Brunel Way Enhancement (Net)	G / M	0	0	250	250	350	350	0	0	0	0	600	600
139	P662	Street Lighting Improvements Programme	M	500	495	500	500	500	500	500	500	0	0	2,000	1,995
140	P659	Subway Closure Programme	M	300	300	275	275	0	0	0	0	0	0	575	575
141	P190	Upton Court Park Changing Rooms-Fire Protection Works	M	10	0	0	0	0	0	0	0	0	0	10	0
142	P601	Urban Traffic Control System Development	M	200	197	147	0	0	0	0	0	0	0	347	197
143	P858	Wexham Rd Bus Shelters	G	0	0	0	0	0	0	0	0	0	0	0	0
144	P795	Waste & Recycling Containers	M	281	360	40	205	20	20	0	0	0	0	341	585
145		<b>Total Green and Built Environment</b>		<b>10,848</b>	<b>9,478</b>	<b>5,644</b>	<b>9,713</b>	<b>2,866</b>	<b>3,778</b>	<b>2,446</b>	<b>2,446</b>	<b>0</b>	<b>0</b>	<b>21,804</b>	<b>25,415</b>
		<b>Green &amp; Built Environment: Affordable Housing</b>													
146	P797	A2 Housing - Slough Garages Ph 3 (Swabey Rd)	G / M	65	65	0	65	0	0	0	0	0	0	65	130
147	P799	A2 Housing - Slough Garages Phase 3 (Other)	G / M	420	0	0	0	0	0	0	0	0	0	420	0

GENERAL FUND CAPITAL PROGRAMME														Appendix D	
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148	P526	Airways (A2 Housing) - William Hartley Yard	G / M	0	0	0	0	0	0	0	0	0	0	0	0
149		Arbour Vale STFC - Paradigm HA			0		250		250		0		0	0	500
150		Britwell/Haymill Regeneration			0		500		500		0		0	0	1,000
151	P796	Land Acquisition Shackleton Road	G / M	0	0	0	0	0	0	0	0	0	0	0	0
152	P510	New Housing Provision Unallocated (pending funding)	G / M	1,461	1,193	563	0	970	980	0	0	0	0	2,994	2,173
153	P789	Paradigm - 1-7 High Street, Slough	G / M	331	331	0	0	0	0	0	0	0	0	331	331
154		Paradigm Slough Garages Phase 4			330		330		0		0		0	0	660
155	P853	Radian - Slough Ex TVU Student Accommodation	G / M	0	0	0	0	0	0	0	0	0	0	0	0
156	P798	Sovereign HA - Misc. family homes purchases	G / M	340	433	0	0	0	0	0	0	0	0	340	433
157		Sovereign HA - Slough Gargaes Phase 5			90		90		0		0		0	0	180
158	P540	Thames Valley - Slough Garage Site Phase 2	G / M	20	20	0	0	0	0	0	0	0	0	20	20
159		TVHA - Slough Garages Phase 6			0		0		210		210		0	0	420
160	P519	Warden - Slough Garage Site Phase 1	G / M	0	0	0	0	0	0	0	0	0	0	0	0
161		<b>Total Green &amp; Built Environment: Affordable Housing</b>		<b>2,637</b>	<b>2,462</b>	<b>563</b>	<b>1,235</b>	<b>970</b>	<b>1,940</b>	<b>0</b>	<b>210</b>	<b>0</b>	<b>0</b>	<b>4,170</b>	<b>5,847</b>
		<b>Resources/Improvement &amp; Development/Chief Executive</b>													
162	P824	Access Control System (T.Hall/W. House/Landmark)	M	119	119	0	0	0	0	0	0	0	0	119	119
163	P784	Accommodation Strategy	M	2,925	6,475	0	0	0	0	0	0	0	0	2,925	6,475
164	P823	Air Conditioning Units	M	0	0	0	0	0	0	0	0	0	0	0	0
165	P828	Asbestos Removal Works	M	100	87	100	100	100	100	100	100	193	193	593	580
166	P299	Business Objects / Discoverer	M	0	20	0	0	0	0	0	0	0	0	0	20
167	P296	Computer Hardware & Operating Systems	M	622	630	500	500	500	500	500	500	0	0	2,122	2,130
168	P303	Corporate Property Fund	M	1,000	882	800	800	700	700	1,200	1,200	0	0	3,700	3,582
169	P365	Customer Service Centre	M	400	249	0	0	0	0	0	0	0	0	400	249
170	P827	DDA Improvement Works	M	1,000	972	575	575	575	575	575	575	586	586	3,311	3,283
171	P362/P292	E-government Project (PSA) / Intranet Development	M	0	0	0	0	0	0	0	0	0	0	0	0
172	P300	E-Purchasing	M	0	168	0	0	0	0	0	0	0	0	0	168
173	P098	Health & Safety Works	M	0	118	0	0	0	0	0	0	0	0	0	118
174	P157	Heart of Slough Project	M	5,000	5,665	13,100	13,100	8,339	8,339	0	0	0	0	26,439	27,104
175	P301	Oracles Financial Upgrade	M	0	0	0	0	0	0	0	0	0	0	0	0
176	P295	Server Replacement and clustering	M	0	13	0	0	0	0	0	0	0	0	0	13
177	P870	Shared Services	M	100	100	100	100	1,200	1,200	0	0	0	0	1,400	1,400
178	P775	St Martins Place Fit Out Works	M	0	6	0	0	0	0	0	0	0	0	0	6
179	P864	St Martins Place Acquisition Leasehold		0	0	0	0	0	0	0	0	0	0	0	0
180	P809	Town Hall Computer Room	M	0	50	0	0	0	0	0	0	0	0	0	50
181	P829	Water Hygiene (Legionella Prevention)	M	75	115	25	25	0	0	0	0	0	0	100	140
182		<b>Total Resources</b>		<b>11,341</b>	<b>15,669</b>	<b>15,200</b>	<b>15,200</b>	<b>11,414</b>	<b>11,414</b>	<b>2,375</b>	<b>2,375</b>	<b>779</b>	<b>779</b>	<b>41,109</b>	<b>45,437</b>
183		<b>TOTAL GENERAL FUND CAPITAL PROGRAMME</b>		<b>36,948</b>	<b>42,458</b>	<b>36,824</b>	<b>53,121</b>	<b>18,050</b>	<b>20,432</b>	<b>4,821</b>	<b>5,031</b>	<b>779</b>	<b>779</b>	<b>97,422</b>	<b>121,821</b>

HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME													APPENDIX D ppendix D			
Line	Cap. Code	CAPITAL SCHEME	Source of Funding	2009/2010 March 2009 Estimate	2009/2010 July 2009 Estimate	2010/2011 March 2009 Estimate	2010/2011 July 2009 Estimate	2011/2012 March 2009 Estimate	2011/2012 July 2009 Estimate	2012/2013 March 2009 Estimate	2012/2013 July 2009 Estimate	2013/2014 March 2009 Estimate	2013/2014 July 2009 Estimate	TOTAL March 2009 Estimate	TOTAL July 2009 Estimate	
				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Stock Improvements:</b>																
184	P544	Affordable Warmth / Central Heating	M	50	54	50	60	50	72	50	50	50	50	250	286	
185	P561	Allington Court - Internal Refurbishments	M	0	430	0	0	0	0	0	0	0	0	0	430	
186	P562	Asbestos Works	M	0	170	0	170	0	160	0	0	0	0	0	500	
187	P563	Broom & Odencroft External Refurbishments	M	0	1,440	0	1,581	0	0	0	0	0	0	0	3,021	
188	P545	Capitalised Essential Repairs	M	235	165	322	166	350	165	270	270	150	150	1,327	916	
189	P564	Darvills Lane - External Refurbs	M	0	0	0	0	0	575	0	0	0	0	0	575	
190	P555	Digital Switchover	M	566	300	552	300	0	300	0	0	0	0	1,118	900	
191	P546	Environmental Improvements	M	50	50	50	50	50	50	50	50	50	50	250	250	
192	P554	External Improvements	M	0	0	0	0	0	0	0	0	0	0	0	0	
193	P565	External Landscaping, Environmental	M	0	0	0	0	0	3,000	0	0	0	0	0	3,000	
194	P541	Garage Improvements	M	0	45	0	50	0	51	0	0	0	0	0	146	
195	P557	Integrated Housing IT System	M	150	250	0	0	0	0	0	0	0	0	150	250	
196	P532	Kitchen & Bathroom Modernisations	M	0	0	0	0	0	0	0	0	0	0	0	0	
197	P542	Knolton Way Shops	M	0	0	0	0	0	0	0	0	0	0	0	0	
198	P547	Major Aids & Adaptions (C.Tenants)	M	600	700	600	700	663	700	500	500	500	500	2,863	3,100	
199	P548	Mechanical Systems Upgrading	M	89	157	92	173	128	208	100	100	100	100	509	738	
200	P549	Misc. Modernisations & Health & Safety	M	228	271	350	274	598	316	300	300	300	300	1,776	1,461	
201	P502	New Projects	M	25	25	25	25	25	25	25	25	25	25	125	125	
202	P566	Non Traditional Dwellings	M	0	0	0	0	0	2,155	0	0	0	0	0	2,155	
203	P539	Package Improvements	M	0	0	0	0	0	0	0	0	0	0	0	0	
204	P567	Pantile Row - External Refurbs	M	0	0	0	11	0	59	0	0	0	0	0	70	
205	P568	Parlaunt Road Flats - Refurbishment	M	0	109	0	119	0	0	0	0	0	0	0	228	
206	P560	Parlaunt Shops - Flat Roof Replacement	M	0	100	0	100	0	0	0	0	0	0	0	200	
207	P569	Replace Fascias, Soffits, Gutters & Down Pipes	M	0	109	0	256	0	440	0	0	0	0	0	805	
208	P550	Rewiring Improvements	M	107	0	92	0	130	0	130	130	130	130	589	260	
209	P551	Security & Controlled Entry Modernisation	M	133	155	138	170	313	180	300	300	300	300	1,184	1,105	
210	P570	Spackmans & Brammas External Refurbs	M	0	0	0	0	0	1,581	0	0	0	0	0	1,581	
211	P571	Structural Repairs - Roofs & Chimneys	M	0	0	0	179	0	287	0	0	0	0	0	466	
212	P543	Supported Housing DDA Assessment - Essential Repairs	M	0	225	0	225	0	221	0	0	0	0	0	671	
213	P572	Travic & Maruden External Improvements	M	0	869	0	716	0	0	0	0	0	0	0	1,585	
214	P573	Upgrade Landlords Lighting/Communal Areas	M	0	180	0	180	0	180	0	0	0	0	0	540	
215	P574	Weekes Drive - Summerlea Gutters, Downpipes	M	0	0	0	0	0	144	0	0	0	0	0	144	
216	P552	Window Replacement Programme	M	668	543	0	461	0	0	0	0	0	0	668	1,004	
217	P516	Winvale Refurbishment	M	534	977	0	657	0	0	0	0	0	0	534	1,634	
218	P558	ALMO - Internal Package Improvements	M	7,373	15,782	7,779	0	5,995	0	1,858	1,858	1,940	1,940	24,945	19,580	
219	P559	ALMO - External Package Improvements	M	2,270	0	3,116	0	2,218	0	1,521	1,521	1,545	1,545	10,670	3,066	
220	P556	ALMO - Improvements for Sustainability	M	456	0	457	0	349	0	0	0	0	0	1,262	0	
221		<b>Total Stock Improvements</b>		<b>13,534</b>	<b>23,106</b>	<b>13,623</b>	<b>6,623</b>	<b>10,869</b>	<b>10,869</b>	<b>5,104</b>	<b>5,104</b>	<b>5,090</b>	<b>5,090</b>	<b>48,220</b>	<b>50,792</b>	
<b>Other Housing Expenditure</b>																
222	P440	Acquisition of C.P.O Property	G	0	97	0	0	0	0	0	0	0	0	0	97	
223		<b>TOTAL HOUSING REVENUE ACCOUNT</b>		<b>13,534</b>	<b>23,203</b>	<b>13,623</b>	<b>6,623</b>	<b>10,869</b>	<b>10,869</b>	<b>5,104</b>	<b>5,104</b>	<b>5,090</b>	<b>5,090</b>	<b>48,220</b>	<b>50,889</b>	

	2008-09 <b>ACTUAL</b>	2009-10 <b>Mar 09</b>	2009-10 <b>July 09</b>	2010-11 <b>July 09</b>	2011-12 <b>July 09</b>	2012-13 <b>July 09</b>	2013-14 <b>July 09</b>
<b>PRUDENTIAL INDICATORS</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Expenditure</b>							
1 General Fund	37,591	36,948	42,458	53,121	20,432	5,031	779
2 HRA	19,596	13,534	23,203	6,623	10,869	5,104	5,090
<b>3 Total Capital Expenditure</b>	<b>57,187</b>	<b>50,482</b>	<b>65,661</b>	<b>59,744</b>	<b>31,301</b>	<b>10,135</b>	<b>5,869</b>
<b>Sources of Capital Financing</b>							
4 Grants & Contributions	13,345	3,351	10,269	8,453	0	0	0
5 Capital receipts	10,591	4,537	8,246	4,300	13,060	5,231	979
6 Capital Fund	1,016	0	1,342	0	0	0	0
7 Revenue & Major rep. allow.	8,147	4,795	4,842	4,885	4,977	4,904	4,890
8 Supported Borrowing	15,396	13,681	20,681	5,659	5,692	0	0
9 Self Financed Borrowing	8,693	24,118	20,281	36,447	7,572	0	0
<b>10 Total</b>	<b>57,187</b>	<b>50,482</b>	<b>65,661</b>	<b>59,744</b>	<b>31,301</b>	<b>10,135</b>	<b>5,869</b>
<b>AFFORDABILITY</b>							
<b>Ratio of financing costs to revenue stream:</b>							
11 General Fund	-3.88%	1.41%	0.61%	3.46%	6.32%	6.31%	5.35%
12 HRA	46.14%	45.27%	45.66%	46.83%	47.23%	48.77%	49.55%
<b>Incremental Impact on:</b>							
13 Council Tax Band D	<b>£0.00</b>	<b>-£34.20</b>	<b>-£3.94</b>	<b>£5.18</b>	<b>£25.98</b>	<b>£4.40</b>	<b>-£1.29</b>
14 HRA weekly rent	Nil	Nil	Nil	Nil	Nil	Nil	Nil
<b>15 Gross Borrowing - Impact on Council Tax</b>	<b>£0.00</b>	<b>£11.29</b>	<b>£8.52</b>	<b>£46.99</b>	<b>£68.00</b>	<b>£10.28</b>	<b>-£9.77</b>
<b>Capital Financing Requirement (CFR)</b>							
16 General Fund	39,502	71,127	64,577	103,987	108,921	102,912	92,875
17 HRA	7,591	16,130	23,130	24,668	30,360	30,360	30,360
<b>18 Total</b>	<b>47,093</b>	<b>87,257</b>	<b>87,707</b>	<b>128,654</b>	<b>139,281</b>	<b>133,272</b>	<b>123,235</b>
<b>PRUDENCE</b>							
<b>Net borrowing and CFR</b>							
19 Net borrowing	<b>-27,473</b>	28,565	47,679	89,000	117,000		
20 Capital Financing Requirement in year 3	128,654	130,242	139,281	133,272	123,235		
21 <b>Does net borrowing exceed year 3 CFR?</b>	NO	NO	NO	NO	NO		
<b>EXTERNAL DEBT</b>							
<b>Authorised Limit for External Debt</b>							
22 Authorised Limit for Borrowing	72,507	83,000	85,000	123,000	141,000	133,000	132,000
23 Authorised limit for other liabilities	0	1,000	1,000	1,000	1,000	1,000	1,000
<b>24 Authorised Limit for External Debt</b>	<b>72,507</b>	<b>84,000</b>	<b>86,000</b>	<b>124,000</b>	<b>142,000</b>	<b>134,000</b>	<b>133,000</b>
<b>Operational Boundary for External Debt</b>							
25 Operational Boundary for External Debt							
26 Operational Boundary for borrowing	72,507	78,700	80,200	116,800	135,400	129,400	128,400
27 Operational Boundary for other liabilities	0	1,000	1,000	1,000	1,000	1,000	1,000
<b>28 Operational Boundary for External Debt</b>	<b>72,507</b>	<b>79,700</b>	<b>81,200</b>	<b>117,800</b>	<b>136,400</b>	<b>130,400</b>	<b>129,400</b>
<b>TREASURY MANAGEMENT (TM)</b>							
<b>CIPFA Treasury Management Code</b>							
29 Has the Council adopted the TM code?	YES	YES	YES	YES	YES	YES	YES
<b>External Debt - Interest Rate Exposure</b>							
30 Upper Limit on fixed rate exposure		100%	100%	100%	100%	100%	100%
31 Upper Limit on variable rate exposure		25%	25%	25%	25%	25%	25%
<b>Maturity Structure of Borrowing</b>							
<b>Lower and Upper limits:</b>							
33 Under 12 months	4.23%	0% - 25%	0% - 25%	0% - 25%	0% - 25%	0% - 25%	0% - 25%
34 1 to 2 years	0.54%	0% - 25%	0% - 25%	0% - 25%	0% - 25%	0% - 25%	0% - 25%
35 2 to 5 years	24.91%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%	0% - 50%
36 5 to 10 years	9.66%	0% - 75%	0% - 75%	0% - 75%	0% - 75%	0% - 75%	0% - 75%
37 10 years +	60.66%	25% - 90%	25% - 90%	25% - 90%	25% - 90%	25% - 90%	25% - 90%
<b>Investments longer than 364 days</b>							
38 Limit on amount maturing beyond	£16,200	£25,000	£25,000	£25,000			

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**Summary Variance Analysis****For the Period Ended: 31<sup>st</sup> July 2009****Community & Wellbeing**

<b>Pressures/ Savings</b>	<b>Variance £000</b>	<b>Comment</b>
Residential & Nursing Care	463	Extra growth resulting from the increases in care packages last winter and a lower than expected attrition rate this year has had the net effect of adding pressure on this year's budget of about £222k. There are further pressures relating to Older People internal residential service resulting from the reprovision programme and causing a pressure of £133k. However, this month new pressures due to fears that planned savings will not be realised have been included in the month's monitor.
Home Care	165	A total of 9,000 extra hours (from April 2009 to March 2010) have been forecast above the amount estimated in the budget. This has been offset by new efficiencies savings.
Direct Payments	132	New growth being greater than budgeted and several packages being increased beyond full year budget.
Day Care	83	This net pressure masks significant overspends on Wexham & Langley units due to savings not yet achieved. At the same time however, substantial planned savings to counteract these adverse variances are being made on other day centres. This month further slippage on the savings earmarked from the day services review and Langley transport service has been identified and included in the headline figure.
Social Work Teams	-146	Vacancies on a number of teams where the savings have not been offset by expenditure on agency staff costs. These are the <b>OT Team</b> (5 FTEs vacancies), <b>Sensory Needs Team</b> (3 FTEs vacancies), <b>Intermediate Care Team</b> (1 FTE vacancy) & <b>Care Team</b> (8 FTEs vacancies)
TOTAL	701	

## Appendix F (Cont.)

### Education & Children's Services

Pressures/ Savings	Variance £000	Comment
Children and Families	630	New this month: Increases in client activity across Internal Fostering and Kinship care cost £157k. An increase in Family Group Conference activity costs £11k. These are partially offset by income of £63k arising from a placement extension of a Windsor & Maidenhead Child in Mallards children's home and favourable change in Asylum support following the re-assessment of a child's age saving £11k. Costs expected for children in care and leaving care have not materialised to the level suggested, saving £80k. Previously reported: Increases in the level of Looked After Children across all settings result in pressures of £348k. Continued demand levels across the MALT's teams for Children in Need will see pressures of £50k. This is offset by one-off savings in respect of grant receipts for Asylum Seeking children of £60k. Adoption activity based on current client numbers awaiting placement results in an estimated saving of £90k. Late notification of increased costs for Joint Arrangements for the Legal Team and the Berkshire Advisory service will result in pressures of £118k. Continued high levels of referral and assessment activity continue to impact on the Contact Service, Family Group conferencing and interpreters together creating a net pressure of £142k.
Youth	0	No significant variances have currently been identified across this service.
Inclusion	-240	New this month: Increased home care and school holiday support to Children with Disabilities costs £22k, offset by savings of £10k from Health Improvement team from reduced requirement to procure and distribute promotional and educational media and materials. Previously reported: Reduction in client levels including successful removal of LAC status for 1 client has saved £108k. £27k saving through reduced demand from Voluntary sector placed on the Children's Fund and £19k saving through the delayed appointment to an Assistant Manager post for Children with SEN. £93k reduction in respect of placements within residential settings for children with disabilities, £10k through management of discretionary spend.
Raising Achievement	-253	New this month: Additional income contribution from Arts Council £15k, re-configure delivery of Early Years extended schools services saves £49k. Previously reported: Additional income generation of £50k by the Advisory Service. Expected saving against Home to School Transport following a successful re-tendering of contracts of £139k. £60k pressure in respect of the Connexions service and £10k reductions through management of discretionary spend offset by the utilisation of grants against core costs and receipt of DCSF support totalling £30k.
Strategy, Information and Resources	-177	New this month: Additional income of £62k from schools for EMS licences and use of grant to support Assessment Centre saves £40k. Previously reported: This is mainly in respect of the one off receipt of a rates refund and expected continuation of reduced Joint Arrangement charges in respect of PRC and Dismissal costs together totalling £60k.
TOTAL	-40	

## Appendix F (Cont.)

### Green & Built Environment

Pressures/ Savings	Variance £000	Comment
Waste Disposal	60	Charges from a neighbouring authority for use of disposal facilities have been increased (£50K); plus prior year contractual indexation of costs is not fully funded (£50K). Pressures are partly offset by efficiencies in waste disposal emanating from diversion of landfill tonnage (£40K).
Planning Fee income	50	Current indications are that small household applications are fairly constant but there is a lack of major applications which yield significant fee income. Budgeted income is over £600K, and, as a result of this economic climate, a shortfall representing 8% of budget is predicted.
Other demand-led income	41	Potential shortfall in demand-led income across the directorate, other than Planning Fees above, due to economic recession. This assumes a 1% shortfall on £4M budget which includes car parking; licensing; building control; trade waste; and registrars.
Concessionary Fares	-75	Estimated saving of £50k from reassessed level of scheme take up/demand for service. Against a £2.4M budget, this represents a 2% saving. A further £25k saving from the provision made for outstanding 2008/09 reimbursement claims from bus operators which have not materialised.
NRSWA	-50	Anticipated additional fees through increased activity of statutory undertakers on highway. Against a budget of £75K, this represents an additional 66% of income.
Parks & Open Spaces	-55	Reprofiling the expenditure of the £117K agreed growth from PPRG 2009/10, plus reduced in-year maintenance following capital expenditure can produce a one-off saving.
Staffing	-30	Slippage of £60K on implementing proposed savings in PPRG of £500K across all service areas is more than offset by delayed restructure/recruitment to new & vacant posts.
Other variances under £50K (net)	141	Wexham Nursery reduced income from client recharges & letting of buildings £35K; Chalvey Depot & MSCP late notification of Business Rates increases £21K; Flood Defence Levy increased £10K; People 1st contribution to community safety reduced by £28K through withdrawal from SLA; Bulky waste collection charges for pensioners ceased as per Members' wishes £10K; Roundabout sponsorship income unlikely to be achieved due to economic recession £12K; Coroners' Joint Arrangement contribution increased £25K.
TOTAL	82	

**Appendix F (Cont.)**

**Central Directorates**

Pressures/ Savings	Variance £000	Comment
Chief Executive	6	Maternity & agency offset by vacant posts
Resources	56	<p><b>Audit &amp; Risk Management</b> -£40k: Due to delays in filling vacant posts within Audit and Health &amp; Safety;</p> <p><b>Borough Secretary</b> -£10k: local land charges income still down £25k but offset by holding vacant posts in land charges and other services;</p> <p><b>Management Action</b> The vacant posts will now be held to allow any pressures from the reduced Land Charges income to be absorbed.</p> <p><b>Housing Benefits</b> -£25k: Delays in filling vacant posts following some additional funding from the DWP;</p> <p><b>Management Action</b> Full review of allowances paid and overpayments currently being undertaken.</p> <p><b>IT</b> -£60k: Delays in filling vacant posts across all IT areas;</p> <p><b>Revenues</b> -£30k: Vacant posts partially offset by the employment of temporary staff.</p> <p><b>Finance</b> £48k: pressures currently exist across teams where posts were expected to be removed at the start of the year but are still currently filled. This pressure will be compensated by savings during the latter part of the year to achieve a breakeven position.</p> <p><b>HR</b> £13k: The turnover cut (+£38k) accounts for the major part of the overspend. There is no funding (part of the Savings Plan) for a union post that was vacated at the end of June (+£22k). This is partially offset by a vacant post in another area (-£31k) The vacancy factor has not yet been achieved.</p> <p><b>Management Action</b> Vacant posts that arise &amp; those currently filled by agency staff will be looked at to manage any pressures.</p> <p><b>Property Services &amp; Regeneration</b> £100k: Pressures are in the following areas:</p> <ul style="list-style-type: none"> <li>• Commercial rents loss of income from property sold £12k</li> <li>• Commercial rents insufficient bad debt to cover backdated rents £150k</li> <li>• Rent from Accord in dispute £75k</li> <li>• Unbudgeted management fees for The Centre +£15k.</li> <li>• Advertising income loss though Planning permission not being agreed £50k</li> </ul> <p>Total costs pressures = £302k</p> <p><b>Management Action</b> Pressures will be contained through management of vacant posts and savings on the repairs and maintenance and Legionellas budgets. There will also be a follow up on the Accord rent dispute with Green and Built Environment.</p> <p>Total anticipated savings = £202k Net Costs/(Savings) = £100k</p>

		<p><b>Strategic Management</b> £60k: To meet the costs of recruitment and pay for an interim Director of Resources.</p>
Improvement and Development	-30	<p><b>Commissioning, Procurement &amp; Shared Services</b> -£49k: AD on lower grade than budgeted + 2 staff on reduced hours</p> <p><b>Management Action</b> Savings to be utilised to meet pressures in other areas.</p> <p><b>Economic Development</b> -£44k: vacant posts not filled reduced by pressure from voluntary capacity funding reduced by pressure from voluntary capacity funding</p> <p><b>Management Action</b> Savings to be utilised to meet pressures in other areas (see below).</p> <p><b>Transformational Change</b> £63k: pressures from costs of secondment and member of staff still in posts where budgeted to be vacant and turnover not yet being achieved</p> <p><b>Management Action</b> Holding vacant posts and the utilisation of projected savings across the service area.</p> <p><b>Management</b> 0</p>
TOTAL	32	

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#### 4 **Other Implications**

##### (a) Financial

There are no direct financial implications associated with the proposed action. The cost of the Examination in Public needed for the document, which is estimated to be in the region of £30,000 will need to be absorbed within next year's budget.

##### (b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
The Cabinet is requested to resolve to recommend to Full Council that the LDF Site Allocations DPD be approved for publication and a six week consultation after which it will be formally to the Secretary of State.	If the Council does not approve the Site Allocations DPD there will be a significant delay in bringing forward sites that are needed to implement the Core Strategy. We would fail to meet the agreed timetable for plan production set out in the Local Development Scheme.	That the Council approves the Site Allocation DPD subject to any changes that it may wish to make.
That delegated authority be granted to the Director of Green and Built Environment to make minor changes to the Site Allocations DPD and the Proposals Map	Without delegated authority any minor changes to the Site Allocations DPD and Proposals Map would require permission from Full Council. This would result in time delays to the work programme and result in the agreed milestones within the Local Development Scheme being missed	That the Council agrees the recommendation
That the new Proposals Map for Slough, as set out in Appendix 1 to this report, be approved for consultation alongside the Publication and Submission Versions of the Site Allocations DPD.	The Proposals Map identifies all site allocations, designations and policy zonings. The Proposals Map is essential to the implementation of all of the Council's Development Plan Documents. Failure to endorse the new Proposals Map could undermine the adoption of the DPD	That the Council agrees the recommendation as proposed.

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

The process for producing Development Plan Documents is set out within the Town and Country Planning (Local Development) (England) Regulations 2004 and amendments in 2008 and 2009. The Development Plan has also been prepared in accordance with the Planning and Compulsory Purchase Act 2004 (amended).

Once adopted the Site Allocations Development Plan Document will form part of the Council's Development Plan (as defined in Section 38 of the Planning and Compulsory Purchase Act 2004) as the basis on which planning decisions in the Borough are taken.

There are considered to be no specific human rights or legal implications relating to the proposed plan.

(d) Equalities Impact Assessment

This action is unlikely to have any impact in relation to race, gender, sexual orientation and disability groups.

(e) Workforce

There are no specific workforce implications associated with the proposed action which is included in the current Service Plan.

## 5 Supporting Information

- 5.1 Members will recall that the results of the public consultation exercise on the Site Allocations Development Plan Document (DPD) were reported to Cabinet on 20<sup>th</sup> April 2009 when the results were noted and a proposed methodology for selecting which sites should go in the final document was agreed.
- 5.2 A draft of the publication version of the Site Allocations DPD has now been produced for approval by Full Council on 26th September. As a result comments are therefore being sought on this document so that they can be passed onto Full Council. A copy of the draft DPD, together with a document setting out what the new Proposals Map for Slough will consist of when the DPD is adopted, is available in the Member's room for inspection.

### Site Selection Methodology

- 5.3 The purpose of the Site Allocations DPD is to implement the Core Strategy. It does not have to be comprehensive or have to attempt to identify every site that will come forward over the plan period. The Council can therefore choose which sites it wishes to promote in the document.
- 5.4 At the previous meeting it was agreed not to include sites in the DPD which had planning permission, were too small, did not propose significant change or were subject to technical constraints. It was also agreed that sites that were contrary to policy should be deleted. The results of ongoing technical work suggested that this methodology should be further refined. As a result the scope of the DPD has been altered to produce a more streamlined and focused document. Importantly the DPD will now concentrate on promoting the sites that are regarded as being the most important for delivering the objective, vision and spatial strategy set out in the Core Strategy.

### Proposed Site Allocations

- 5.5 The DPD now identifies 18 sites for development plus an additional 7 sites which are to be proposed as Informal Nature Reserves. It also identifies a further 4 "Selected

Key Locations” where comprehensive redevelopment will be encouraged in the future. Details of all of these sites that are being taken forward are set out below.

- 5.6 All of the Site Allocations have been subject to high level technical assessments in order to establish that they are acceptable in principle. They will, however, still have to be properly tested at the planning application stage in order to ensure that there are no detailed material considerations that would prevent planning permission being granted.
- 5.7 The omission of a site from the DPD does not mean that it cannot come forward via a planning application in the normal way. Indeed the publication of the “Report on the Results of Public Consultation” will help to facilitate this, by identifying which of the original submitted sites the Council would support in principle. This includes 3 additional sites that were submitted at or after the first consultation stage.
- 5.8 One of the main themes of the Core Strategy is to promote major comprehensive regeneration schemes within the Borough as part of the spatial strategy of “concentrating development but spreading the benefits”. The Site Allocations DPD therefore includes proposals for the **Heart of Slough, Slough Trading Estate, Britwell & Haymill Regeneration, Queensmere/Observatory shopping centres, Town Hall** and the **Canal Basin**.
- 5.9 In some cases, such as the Heart of Slough, these proposals are well advanced. It is, however, still necessary to include this in the DPD because it will give added weight to the approved Master Plan and therefore help to ensure that development takes place in accordance with the agreed principles. Other sites, such as the proposal for the Queensmere Observatory Shopping Centre are far less well advanced but it is still important to include them so that the basic principles of what is proposed can be established.
- 5.10 The DPD also includes sites which are needed to implement the other policies in the Core Strategy such as housing, retail and nature conservation.
- 5.11 Although there is no overriding need for any more housing sites in order to meet the housing allocation in the Regional Plan, the following sites have been included for residential development. **Cippenham Phase 4** has been included as a Site Allocation because it forms part of an “Area of Major Change” in the Core Strategy and there is a need to confirm the final extent of the development area. Two other new small sites at **Newbeech House, Long Readings Lane** and **Moray Drive Play Area** have been included in order to establish their acceptability for housing development in accordance with planning policy.
- 5.12 The former **Arbour Vale School** site has also been included as a Site Allocation for residential use on the basis that redevelopment within the footprint of the existing buildings is acceptable within the Green Belt in accordance with PPG2 (Green Belts). The Council, as landowner, is now promoting the development of a new football stadium for Slough Town FC on the adjacent surplus playing fields. It is not, however, possible to include this as a Site Allocation in the absence of any specific policy support for this in the Core Strategy. As a result the proposed football stadium will have to be progressed through a planning application on the basis that very special circumstances can be demonstrated to treat this as an exception to Green Belt policy.

- 5.13 Existing Local Plan housing sites which already have planning permission, such as Castlevew and Middlegreen Trading Estate will be retained and shown on the Proposals map without having to be included as new “Site Allocations” in the new DPD.
- 5.14 The combination of all of the sites shown on the Housing Trajectory shows that there are sufficient identified sites to meet the housing allocation in the South East Plan along with a contingency for non delivery. As a result there is no need to identify any more sites in the Site Allocations DPD.
- 5.15 The Core Strategy acknowledges the need for more gypsy and traveller sites in Slough and a possible location has been identified in Poyle. This has not been included as a Site Allocation at this stage because land ownership and flooding issues need to be resolved.
- 5.16 With regard to new employment development, it is considered that priority should be given to the major office schemes within the comprehensive regeneration schemes that have been identified above, because of the wider benefits that these can provide. As a result it is not proposed to include any individual office developments as Site Allocations. This will not prevent suitable office schemes from coming forward in the town centre, where the number of proposals submitted during the consultation stage indicates that there are sufficient sites to implement the Spatial Strategy of “concentrating development”.
- 5.17 The proposals in the Site Allocations could result in a very limited loss of employment land to other uses, where this can be justified because of the wider benefits that this can bring.
- 5.18 The main thrust of the Core Strategy retail policy is to promote the town centre as a “Primary Regional Shopping Centre”. This will mainly be achieved through the **Queensmere / Observatory shopping centre** Site Allocation. The Core Strategy also identifies the need for enhancements to the two District Centres. As a result the DPD identifies the **Sainsburys** and **Lidl** stores for expansion in the Farnham Road and proposes a new supermarket in the **Langley Business Centre** adjacent to the Harrow Market shopping centre.
- 5.19 The full list of proposed Site Allocations is as follows:

**Britwell & Haymill Regeneration**

Mixed Use: community, retail, , residential and public open space

**Cippenham Phase 4**

Residential (family housing)

**Newbeech Elderly Persons Home, Long Readings Lane**

Residential and or community use

**Slough Trading Estate**

Mixed use: business, warehousing, offices, retail, hotel, financial and professional services, leisure, restaurants/bars, conference facility, skills centre and transport hub (including Leigh Road Central Core Area)

**352-358 Farnham Road**

Retail (extension to Lidl store)

**149-153 Farnham Road & 415-426 Montrose Avenue**

Retail (extension or redevelopment of Sainsbury's store with car parking)

**Slough Town Hall, Bath Road**

Mixed Use: residential, community, commercial

**Thames Valley Community Centre, The Green, Chalvey**

Mixed use: community and education

**Former Arbour Vale School, Stoke Road**

Community, residential, playing fields

**Play Area off Moray Drive**

Residential and public open space including play area

**Slough Canal Basin, Stoke Road**

Mixed Use: residential, hotel, retail, business, public open space

**Queensmere & Observatory Shopping Centres, High Street**

Retail, leisure, restaurants/bars, car parking, residential, community

**Heart of Slough, William Street roundabout, TVU, Brunel Bus Station, Compair House, Library, Day Centre & St Ethelberts Church**

Mixed Use: residential, offices, hotel, new bus station, new library, retail, cafes/restaurants/pubs/bars, leisure and associated public realm and parking.

**Upton Hospital, Albert Street**

Medical and healthcare uses

**Wexham Park Hospital, Wexham Road**

Medical and healthcare uses

**Post Office Sorting Office, Wellington Street**

Residential or mixed business and residential

**Part of Langley Business Centre, 11/49 Station Road, Langley**

Retail (new supermarket)

**BT Site & 297 Langley Road**

Residential and Health Care

- 5.20 It is also proposed to include seven sites as Non Statutory Informal Nature Reserves as a carry over from the Local Plan. These are **Lynch Hill & Bangle's Spinney; Watercress beds, Keel Drive; Chalvey Millennium Green; South of Stranraer Gardens; Halkingcroft Wood; West of Hollow Hill Lane; and Old Slade lake & Orlitts Lake.**

Selected Key Locations for Comprehensive Regeneration

- 5.21 In addition to the specific Site Allocations, it is proposed to identify a number of other key sites which may form part of comprehensive regeneration schemes at some stage in the future.

5.22 Core Policy 1 (Spatial Strategy) states that:

*Proposals for the comprehensive regeneration of selected key locations within the Borough will also be encouraged at an appropriate scale. Some relaxation of the policies or standards in the Local Development Framework may be justified by overall environmental, social and economic benefits that will be provided to the wider community.*

5.23 The Core Strategy identifies where some of these selected key locations will be but makes it clear that other areas can be considered in the Site Allocations DPD. Many of these areas have been brought forward as Site Allocations, but there are some which are not sufficiently advanced to be treated as such. As a result it is proposed to identify the following four areas as “Selected Key Locations” for comprehensive redevelopment.

5.24 Part of the **Bath Road, Cippenham** which currently contains the Trade Sales car showrooms and sites has been included as a Selected Key Location on the basis that it could be redeveloped for residential use, even though it is currently zoned as an Existing Business Area.

5.25 The **Shopping Centre, Chalvey High Street** adjoins the Thames Valley Community Centre and has the potential to be developed in co-ordination with this. As a result it has been identified as a key location that could form part of the wider Chalvey regeneration area and could be redeveloped without having to replace all of the existing shops.

5.26 The **Stoke Road/Mill Street** area has been included on the basis that there is a long standing recognition that this area can be redeveloped on a comprehensive basis for a mix of uses. The **Former Langley Oil Depot** has been included as a selected key location for comprehensive regeneration in recognition of the fact that it may not be suitable for business or warehousing use because HGVs cannot gain access to it under the low bridge in Station Road. As a result a long term solution needs to be found with a suitable mix of uses which also improves access to the site, maintains the Green Belt land and retains some capacity for rail deliveries.

5.27 The Petersfield Road area has also been suggested as an area for comprehensive redevelopment but this is considered to be premature until the proposals of Akzo Nobel (former ICI) are known.

#### Proposals Map

5.28 When the Site Allocations DPD is adopted it will have a new Proposals Map which shows all of the relevant zoning and designations for all of the existing Development Plan Documents. This will be based upon the existing Proposal Maps for the Local Plan for Slough and the relevant parts of the Berkshire Minerals and Waste Local Plans.

5.29 Members will recall that as part of the Site Allocations process, proposals were put forward to include land within the Green Belt. It is considered that land at Cippenham, Farnham and Wexham should be included in the Green Belt. An extension of the proposed Green Belt at Wexham, as proposed by the parish Council, has not been included on the basis that this does not comply with the criteria in Core Policy 2. The three new areas do not have to be included as Site Allocations because they can be implemented by designating them as Green Belt on the new Proposals Map.

- 5.30 The Proposals Map will also include the new Town Centre boundary for use with the Core Strategy policies and other minor re-zonings to the established town centre shopping centre. The Proposals map will also show all of the new Site Allocations, the Selected Key Locations for Comprehensive Regeneration and the saved Local Plan Proposal Sites.
- 5.31 An explanation of all of the changes to the Proposals Map will be set out in a separate document which will be published alongside the Publication Version of the Site Allocations DPD.

#### Sustainability Appraisal

- 5.32 The DPD is required by law to have a Sustainability Appraisal (SA) which looks at the social, economic and environmental impacts of the proposals. Given that the Site Allocations DPD seeks to implement the Core Strategy, this SA has been based upon the work that was carried out for it. One of the reasons for adopting the more focused approach to the Site Allocations is that the Sustainability Appraisal has highlighted the fact that, without carrying out a new full appraisal, the scale of development that can be allocated in the Site Allocations DPD cannot exceed that which has already been tested in the Core Strategy or the South East Plan.
- 5.33 The Site Allocations DPD has been subject to a Sustainability Appraisal throughout all stages of its preparation. The SA Report which will be published alongside the Publication version of the Site Allocations DPD shows that the sites that have been identified are likely to bring sustainability benefits with them; particularly as they are focused on the regeneration of key locations. The SA also considers the relative sustainability of all the sites put forward during the process. While a small number of site allocations scored poorly against the sustainability criteria many of the unconstrained sites in the urban area were identified as bringing similar sustainability benefits

#### Next Stages

- 5.34 Subject to the approval of the document by Full Council on 26<sup>th</sup> September, it is proposed to publish the Site Allocations DPD, together with the Sustainability Appraisal and other evidence documents, in October when there will be a six week public consultation period. This will give interested parties the opportunity to register their support for, or objections to the sites. All comments will then be considered and any appropriate minor changes will be made before the final (submission) version of the document is submitted to the Secretary of State in January.
- 5.35 There will then be a hearing which will be conducted by an Independent Inspector who will assess the soundness of the plan. This is likely to be held in May/June 2010. The Inspector's binding report could then be published in August 2010. The Council will then be able to formally adopt the Site Allocations DPD.
- 5.36 It should be stressed that under the new planning system there is very little scope for the Council to make any changes to the plan once it is published and that the Inspector is the only person who can make any changes to the submission document.

5.37 Delegated powers are being sought to enable minor changes to be made to the document as a result of the public consultation exercise and to allow it to be withdrawn if this is suggested by the Inspector.

## **6 Comments of other Committees**

The Draft Site Allocations DPD was considered by the Planning Committee at its meeting on 8<sup>th</sup> September and the Committee noted the report.

## **7. Conclusions**

7.1 The Site Allocations document is a key part of the Local Development Framework. It provides the opportunity to implement the Core Strategy for Slough by identifying specific sites for development.

7.2 This report summarises the sites to be taken forward in the Site Allocations SPD which will be published for public consultation and subsequently submitted to the Secretary of State.

## **8 Appendices**

Appendix 1 – The Scope and Content of the New Proposals Map for Slough.

## **9 Background Papers**

- '1' - Slough Core Strategy (Dec 2008)
- '2' -Site Allocations Consultation Draft (Oct 2008)
- '3' -Draft publication version of Site Allocations DPD
- '4' -Draft Sustainability Appraisal of Site Allocations DPD

**The Scope and Content of the new Proposals Map for Slough.**

The Proposals Map for Slough, which will be adopted alongside the Site Allocations DPD, will consist of the following information:

1. As proposed within Site Allocations DPD:
  - The site allocations for development;
  - The Selected Key Locations for Comprehensive Regeneration;
  - Proposals for Informal Nature Reserves;
  - The Town Centre Area;
  - The Town Centre Shopping Area;
  - The extensions to the Green Belt;
  - The addition to public open space
  
2. As on the existing Proposals Map for the Local Plan for Slough (Adopted March 2004):
  - The Plan Boundary;
  - The unimplemented Local Plan Proposal Sites (specifically Local Plan sites 16 & 18 as saved);
  - The Existing Business Areas;
  - The Shopping Centres (NB alteration to Town Centre boundary under 1);
  - Slough Old Town Area;
  - Residential Areas of Exceptional Character;
  - Public Open Space/Allotments (as altered by the proposed addition);
  - Green Belt (as altered by the proposed additions);
  - Local Wildlife Sites (formally called Wildlife Heritage Sites where they have retained this status);
  - Areas liable to flood (updated to include the latest Flood Maps provided by the Environment Agency);
  - Ancient Monuments;
  - Trading Estate/ Simplified Planning Zone;
  - Public Safety Zone;
  - Historic Parks and Gardens;
  - Conservation Areas (including alterations to any Conservation Area boundaries or new Conservation Areas);
  - Local Nature Reserves;
  - Colne Valley Regional Park;
  - Strategic Gap;
  - Major Developed Sites in the Green Belt;
  - Linear Park

(NB. The Town Centre Commercial Core Area and the Town Centre Boundary on the Proposals Map for the Local Plan for Slough will not be brought forward onto the New Proposals Map for Slough)

3. As on the relevant parts of existing Replacement Minerals Local Plan for Berkshire (adopted with modifications in 1997 and 2001)
  - Any Mineral Local Plan site allocations within Slough Borough
  - All Minerals Local Plan designations within the Slough Borough boundary

4. As on the relevant parts of the existing Berkshire Waste Local Plan (adopted 1998).
  - Any Waste Local Plan site allocations within Slough Borough;
  - All Waste Local Plan designations within the Slough Borough boundary

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 22<sup>nd</sup> September 2009

**CONTACT OFFICER:** Andrew Stevens, Assistant Director, Learning and Cultural  
(For all enquiries) Engagement. Community and Wellbeing  
(01753) 875507

**WARD(S):** All

**PORTFOLIO:** Community and Leisure - Councillor S Chaudhry

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

**STRATEGIC REVIEW OF SLOUGH'S PUBLIC LIBRARY SERVICE**

**1 Purpose of Report**

This paper summarises findings and proposals of a strategic review of the library service from April-July 2009 for decision and approval to implement recommendations. The review was commissioned through the Community, Leisure and Environment Scrutiny Panel, whose representatives on the Steering Group were Councillors, Davies, Long and Walsh. Councillor Shafiq Chaudhry, as Commissioner for Community and Leisure, was also on the Steering Group.

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

The Cabinet is requested to resolve:

- (a) that the report of the libraries strategic review be approved and its recommendations be implemented, in particular to:
1. Endorse a new vision for public libraries as a force for change and improvement at the heart of communities.
  2. Extend provision through mini libraries in community venues.
  3. Adopt an invest to save strategy to improve service outcomes for customers and communities while reducing expenditure in other areas to deliver efficiencies.
  4. Test the potential for a local authority strategic partnership to add value and accelerate improvement of Slough's public libraries.
- (b) To advise on strategic issues and opportunities raised by the review.
- (c) that the submission of quarterly performance reports to the Community, Leisure and Environment Scrutiny Panel to maintain scrutiny of the progress in implementing actions arising from the review be noted.

### 3 Community Strategy Priorities

- Celebrating Diversity, Enabling inclusion
- Adding years to Life and Life to years
- Being Safe, Feeling Safe
- Prosperity for All

The libraries review has focused on finding ways to enable Slough's public libraries to fulfil their potential as a catalyst to help realise the Sustainable Community vision and strategy for Slough.

### 4 Other Implications

#### (a) Financial

The review of libraries proposes an invest to save strategy, which is described in more detail in section 7 of this report. This is summarised in the table below.

	2009/10	2010/11	2011/12	2012/13	Total
	£000	£000	£000	£000	£000
<b><u>Investment Costs</u></b>					
Stock & opening hours (growth)	35	50	50	0	135
Stock management	0	15	-25	0	-10
Open mini libraries	0	0	40	0	40
Redundancies	0	200	-200	0	0
	<b>35</b>	<b>265</b>	<b>-135</b>	<b>0</b>	<b>165</b>
<b><u>Savings</u></b>					
Library Management System	0	-10	-15	0	-25
Library organisation & management	-180	-90	0	0	-270
RFID (self-issue)	0	0	-20	-30	-50
Learning Curve	0	0	-60	-50	-110
Replace mobile library	0	-30	-30	0	-60
	<b>-180</b>	<b>-130</b>	<b>-125</b>	<b>-80</b>	<b>-515</b>
<b>Net Costs/Savings(-)</b>	<b>-145</b>	<b>135</b>	<b>-260</b>	<b>-80</b>	<b>-350</b>
<b>Year on Year Costs/Savings(-)</b>	<b>-145</b>	<b>-10</b>	<b>-270</b>	<b>-350</b>	

A separate capital bid for £250,000 for RFID (self-issue) has been submitted.

#### (b) Risk Management

A key element of the review was evaluating options for future development of the library service. Risks and their mitigations were addressed and are considered in the main sections of this report for each of the main recommendations.

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

There are no Human Rights Act or other legal implications at this stage.

#### (d) Equalities Impact Assessment

The review includes proposals to engage local people more effectively in shaping library services to ensure they meet their needs and are delivered in ways that improve access for all members of the community. Proposals are made that recruitment focuses on core competencies, enabling people from all communities to compete on more equal terms than a focus on experience and qualifications.

#### (e) Workforce

The service can reduce its operational costs without reducing customer services, focusing on simplifying processes and management structures. Any changes to the organisational structure will be complemented by a staff development plan, ensuring that all staff have the opportunity to develop skills and perform well in the re-energised service.

Roles will be designed to ensure skills development and transfer across the whole service. They will support cultural change that is focused on high quality customer services, community engagement and working with partners to provide an easy to use integrated service offer. All roles will be reviewed to ensure they are up to date and fit for purpose to deliver the new vision for the service.

There are potential redundancy costs for re-organisation of around £200,000. All efforts would be made to minimise these costs and find opportunities to redeploy staff.

### 5. Background

- 5.1 The Executive Summary of the report of the strategic review is attached as Appendix A. This describes the main issues, findings and proposals. Appendix B is the Conclusion from the report, which lists the principal conclusions and actions, as well as a summary of finance and Human Resources implications.
- 5.3 The review assessed the current performance of the library service, but more particularly considered a wide range of options and opportunities to improve its performance and relevance to the people of Slough.
- 5.4 People living in Slough make good use of libraries. 51% of Slough residents used a public library in the past year, but not necessarily in Slough, comparing favourably with the national average of 49%. However, while service quality overall is average, the cost of the service is high at £4.71 per visit, partly because the service is too small to achieve any economies of scale and partly because it has complex and proportionately costly management overheads.

### 6 Community role for libraries

- 6.1 Key issues and recommendations are summarised below. These are described in more detail in the Appendices.
- 6.2 The vision for libraries (Recommendation (a) 1)  
The review proposes a new vision for public libraries in Slough that positions them as a creative force for change, supporting individuals and bringing together individuals and communities, nurturing cohesion and improving skills:

“Slough Libraries bring people together, celebrating the diversity and richness of Slough’s community, raising people’s aspirations, creating opportunity and nurturing skills and creativity. Through this they will be a force for change, making Slough an exciting and vibrant place to live and work.”

6.3 The vision is for Slough’s library service, but fundamentally it is a vision for community services, delivered with and through libraries.

6.4 Mini libraries in community venues (Recommendation (a) 2)

The current library network comprises a large central library, three community libraries, a mobile service and weekly book borrowing provision from children’s centres. The central library, located in the centre of town, is used by over 70% of regular borrowers in the town. With its more extensive and comprehensive service offer, it is a hub supporting all library provision across the Borough.

6.5 Communities least well served by libraries are Baylis and Stoke, Chalvey, Colnbook and Poyle, Foxborough and Haymill. Based on a successful working model developed in Dudley, it is proposed to introduce mini libraries, which would be co-located with other services in community buildings. Their main function is to provide a link or gateway to a main library through providing stock, staff, and online provision in a prime location. They would be open when the community centre was open, typically around 35 hours a week.

6.6 Revenue funding for two mini libraries is included in the invest to save proposal. Around £50,000 capital is needed for each centre, which is assumed would be funded from budgets for each new or re-developed community venue.

6.7 It is proposed that the mobile library should be replaced with initial investment in two mini libraries. The mobile library has 250 public users, 20 housebound users and a number of institutions receive visits and collections. The housebound service can be provided by extending existing provision through volunteers, which works very well for other housebound people. The mobile service costs over £100 for each user. The new service would provide a better and more cost effective level of service to more people for more time.

6.8 Consultation with mobile library users will be undertaken in 2009/10, focusing on finding practical solutions for those who are not able to use alternative library facilities, especially the housebound.

7 Invest to save strategy (Recommendation (a) 3)

7.1 An invest to save strategy is proposed which delivers net savings of £350,000 by 2013 over the 2008/9 budget. This includes investment of £135,000 over 3 years from 2009/10 to 2011/12 in stock and opening hours, which is currently in the budget programme. The strategy is summarised in the table below:

	<u>Growth/saving 2009-2013</u> <u>(+/-) £'000</u>
Stock and opening hours	+ 135
Two mini libraries replacing mobile library	- 20
Self issue and other process improvements	- 85
Library organisation and management	- 270

Learning Curve	- 110
<b>Net</b>	<b>- 350</b>

7.2 Research and consultation has identified better opening times outside office hours and stock quality as the top priorities for customers and community. Slough Libraries are open 77 hours per thousand population, compared with unitary and national averages of 118 hours and 120 hours respectively. Opening hours have increased 12.5% in 2009 after £35,000 investment. Improved hours at Cippenham, combined with extension of the library, have led to an increase in visits of more than 50%.

7.3 There is provision for £100,000 growth in 2010/11 and 2011/12 for opening hours and stock in the Council's budget plan. This investment, combined with new mini libraries and online services, would enable a substantial improvement in access to Slough's library services.

7.4 Operational processes

A number of operational processes can be streamlined to be more efficient (faster stock supply for example) and reduce costs. The main proposals are to change supplier of the library computer system and invest in stock management systems to reduce staff time inputting data and handling items.

7.5 Self issue (using a technology called Radio Frequency Identification or RFID) is proposed, to reduce customer waiting times, provide people with a choice how they wish to borrow items and free up staff to spend more time helping customers use the library. A capital investment of £250,000 will be sought, with a reduction in staff revenue costs for a full year after implementation of £50,000. Revenue savings are dependent on this being secured.

7.6 Management and organisation of the service

There are 5 senior managers reporting direct to the Head of Libraries and a management team comprising 9 people. Management costs are out of proportion in a service with fewer than 60 FTE posts.

7.7 In Spring 2009, the service deleted a number of vacant posts costing £130,000 saving. Posts totalling a further £50,000 were held vacant to address underlying budget pressures. An additional £90,000 efficiency in staffing is proposed with a full year effect from April 2010. This would be achieved through a single re-organisation to put management and staffing arrangements on a sound footing.

7.8 Benefits of re-organisation of the staffing structure would include:

- Reduction in management costs, not frontline delivery
- Faster decision making and an environment where innovation can thrive
- Simpler, more direct communication and accountability
- Local sites empowered to engage with and respond to communities

7.9 There are a number of vacant posts in the service, and a number of changes have already been made in 2009/10. Redundancies would be kept to a minimum and re-deployment opportunities would be sought for all eligible staff.

7.10 The timing of the re-organisation may be deferred if there were a short-term opportunity to establish a strategic partnership.

### 7.11 Learning Curve

Efficiencies through the Learning Curve are anticipated through bringing together adult learning, community arts and libraries in one building with integrated service management.

## 8 **Strategic partnership** (Recommendation (a) 4)

8.1 Many of the changes and improvements identified in the review can and must be made quickly. However, in order to make substantial changes that are embedded and generate continuous improvement, something more – a transformation - is required. It is clear that more strategic partnerships and different relationships with suppliers and others have the potential to be the catalyst for this transformation. This approach fits closely with the Council's development as a commissioning body and could also unlock opportunities for further service improvement and efficiency.

8.2 It is critical that local libraries focus on identifying and meeting community needs, but a strategic partnership model that provides other systems and processes that do not have to be located in the local library in other ways would help release frontline staff to focus on customers and also improve value for money.

8.3 A number of options were considered, with five basic models and assessed for potential benefits and risks. They were each scored out of a total of 25 for likely speed of adoption and impact, value added to customer service delivery, capacity to bring solutions that facilitate transformation, demonstrable record of achievement and potential to reduce costs. The options and scores were:

:

- Strategic partnership with another local authority (21/25)
- Slough shared services initiative (8/25)
- Library consortium shared services (11/25)
- Trust (4/25)
- Private sector strategic partnership (16/25)

8.4 The review recommends that officers proceed formally to market test the local authority strategic partner model for the whole library service, inviting local authorities to express interest. This will require a service specification to be developed. The private sector strategic partnership model remains a viable option should the public sector model not succeed.

## 9 **Performance management** (Recommendation (c))

9.1 Performance management is an essential part of ensuring that a service is taking action to achieve positive and improved outcomes and is contributing to the wider objectives of the council. The focus of performance management is on achieving results, improving service delivery and ensuring better value for money.

9.2 Overall, there is a clear lack of focus and a performance culture in the library service at all levels. There is no sustained evaluative understanding of local community needs. Performance issues should be addressed as part of a transformation programme that establishes a positive change in ethos and a clear steer for the way forward so that staff can feel engaged and empowered in terms of what is expected and what is needed for the service.

- 9.3 As part of a new performance system, an improved reporting system will be introduced. Starting with annual strategic objective setting and service and site plans, reports will show each month how libraries are performing in comparison to targets set against a range of benchmarking criteria.
- 9.4 It is proposed that quarterly reports on implementation of the strategic review and overall performance improvement of the library service should be provided for the Scrutiny Panel and Commissioner to review progress.

## 10 **Comments of Other Committees**

The report of the libraries strategic review will be considered by the Community, Leisure and Environment Scrutiny Panel at its meeting on 15<sup>th</sup> September. A report of the Panel's comments and advice will be presented at the Cabinet meeting on 22 September.

## 11 **Conclusion**

- 11.1 Slough has a uniquely diverse and lively community. Its library service should both reflect and celebrate its community and add real value to it through bringing people together and creating opportunity for all.
- 11.2 In many ways Slough libraries have maintained a good level of service and built some strong partnerships. Langley and Cippenham libraries are good libraries beginning to fulfil their role as community centres. Good initiatives though are not carried through and a lack of customer awareness and performance management indicate that the service needs a strategic change programme and transformational leadership if it is to improve substantially.
- 11.3 The review proposes a package of measures that together will set in motion and sustain continuous improvement of library services. It proposes changes to systems and services, but fundamentally the review is about cultural change and engaging the power of local people and library staff to achieve their potential to shape local services and local communities.
- 11.4 The Cabinet are invited to:
- (a) Approve the report of the libraries strategic review and endorses the actions proposed, in particular:
    - 1. Endorse a new vision for public libraries as a force for change and improvement at the heart of communities.
    - 2. Extend provision though mini libraries in community venues.
    - 3. Adopt an invest to save strategy to improve service outcomes for customers and communities while reducing expenditure in other areas to deliver efficiencies.
    - 4. Test the potential for a local authority strategic partnership to add value and accelerate improvement of Slough's public libraries.
  - (b) Advise on strategic issues and opportunities raised by the review
  - (c) Note that quarterly performance reports will be submitted to the Scrutiny Panel to maintain scrutiny of progress implementing actions arising from the review

12. **Appendices attached**

- Appendix A - Executive summary
- Appendix B - Summary of conclusions and actions

13. **Background papers**

- 1 Building a sustainable community: a strategic review of Slough's public library service. September 2009.

## **Executive summary**

### **1 Background**

In April 2009 a strategic review of Slough's public library service was initiated with the express aim of setting out a clear direction for the service for the next 5 years and beyond. The review has considered all available options and potential models to re-design services.

It provides a strategic framework to deliver transformational improvement, learning from the best and setting out a course that will aim high and set new standards for innovation and value. Options are provided for elected Members, to enable them to decide on priorities and guide next steps for service improvement.

The review has taken a strategic view of the service and its development in the context of a realistic assessment of Council funding for the next few years. It is a given that the existing budget priorities should be delivered. There is scope for further efficiencies at the same time as delivering substantial service improvements in priority areas.

"I want to see libraries full of life, rather than silent and sombre. Attractive buildings, exuding a sense of joy – offering something unique and valuable right at the heart of the community ...

This is a real opportunity alongside more traditional forms of educational to fire people's imaginations and enthusiasm ...

A true celebration of local history, of local identity and, crucially, of local learning."

*Andy Burnham (as Secretary of State for Culture, Media and Sport) announcing DCMS's Modernisation Review of English public libraries, October 2008*

### **2 Slough libraries**

Slough has a uniquely diverse and lively community. Its library service should both reflect and celebrate the community and add real value to it through bringing people together and creating opportunity for all.

Slough is one of the smallest library authorities in the country. It has a large central library, three community libraries, a mobile and housebound service and a book borrowing service in children's centres.

People living in Slough make good use of libraries. 51% of Slough residents used a public library in the past year, but not necessarily in Slough, comparing favourably with the national average of 49%. However, until recently visits

and issues have been decreasing. The service has a record of introducing new initiatives, but many are not sustained and are not delivering real improvement in customer service.

The cost of the service is high (£4.71 per visit), partly because the service is too small to achieve any economies of scale and partly because it has complex and proportionately costly management overheads.

### **3 Review aims**

The review was established to set out a strategic direction for the service with a 3-5 year perspective. This was in the context of the critical need for the service to engage fully in key strategic and corporate strategies as part of a joined up approach to improving access to services and opportunities for local people.

### **4 Vision for Slough libraries**

The following vision statement was agreed with the review Steering Group. It provides the context and framework for proposals to improve libraries in Slough.

Slough Libraries bring people together, celebrating the diversity and richness of Slough's community, raising people's aspirations, creating opportunity and nurturing skills and creativity. Through this they will be a force for change, making Slough an exciting and vibrant place to live and work.

### **5 The vision and value of libraries is not fully realised**

In order to realise this vision and fulfil their potential, it is critical that libraries communicate their value in terms of community outcomes, ensuring that they are at the centre of wider community strategies that enable private, public and voluntary sector partners to work together effectively to deliver shared outcomes for communities.

In this context, libraries have the potential to be enablers for simple, clear and joined up local services that are delivered dynamically in ways that meet people's changing needs when and where and how they need them.

The vision is primarily for Slough's library service, but fundamentally it is also a vision for community services, delivered with and through libraries.

In realising this vision, libraries will be vibrant places, reaching out to communities, places where everyone can feel welcome and comfortable and have a strong sense of local identity and ownership. A library is a place to learn, to meet others, to connect. It is a place where people can engage on their own terms to see and grasp opportunities to improve the quality of their lives. The outcome of service transformation should be a difference that every user will sense and feel the benefit of.

To be able to do this, the library service needs to:

- Put people at the centre of everything it does, empowering them and continuously re-shaping services to meet their needs
- Provide excellent customer service, challenging itself continuously to meet customer expectations
- Celebrate and promote diversity and Slough's unique culture
- Demand excellence in everything it does to provide the best quality services possible
- Work collaboratively and foster and build partnerships to deliver services in ways that help people access them
- Learn from and adopt best practice and set new standards
- Focus on delivering key priorities, driven by results
- Continuously challenge itself to deliver better value for money and maximise investment in customer service

## **6 Libraries are part of a bigger picture of community services**

Libraries have a unique value in bringing the global functions of their core information and learning role into a very specific community setting. The public library can sit at the heart of a sustainable community and be instrumental in connecting people to the wider world along with the promotion of a very local sense of place. This strategic review has focused on finding ways to enable Slough's public libraries to fulfil their potential as a catalyst to help realise the Sustainable Community vision and strategy for Slough.

## **7 Leadership and cultural issues must be resolved first to enable change**

The momentum required to ensure that the service moves forward and continuously improves can only be achieved through clear priorities and a focus on improvement. Clear and effective leadership is critical to provide a sense of direction and conditions for transformational change, and is needed at every level, from Members and senior officers and throughout the service.

There is no simple quick fix to achieve cultural change, but it requires clear priorities with clear roles linked to those priorities, and an openness to challenge and change.

There are many excellent staff within the service and the challenge is to connect the diverse range of individual skills and initiative with a focus on what is right and necessary for the service, defined by what is right for Slough's community.

This cultural shift from a service led to community led provision, working in partnership, is critical to ensuring that libraries remain relevant and vital assets capable of being a real force for change in communities.

## **8 The service can improve how it engages with and responds to community and customer needs**

Libraries attract 615,000 visits a year, from across the community in Slough. They are particularly effective in reaching those communities in greatest need, including BME communities and those who are not employed.

While there are a number of good initiatives, there is no systematic and consistent quality of engagement with communities. Analysis of needs and opportunities is poor and the resulting lack of focus inhibits the quality of service delivery and improvement.

As a community service, it is critical that libraries improve their engagement with and responsiveness to customers and the community.

#### **9 Priorities are unclear and performance management is weak**

While a substantial amount of relevant information is collected, it is not being effectively and efficiently analysed or interpreted and is not used systematically to inform planning or target setting.

Overall, there is a clear lack of focus on delivery against priorities and a limited performance culture among the staff at all levels. Performance issues should be addressed as part of a transformation programme that establishes a positive change in ethos and a clear steer for the way forward. This should ensure that staff can feel engaged and empowered in terms of what is expected and what is needed for the service.

#### **10 Opening hours and the quality of stock and other resource are priorities for improvement**

Analysis of customer and community responses indicates the following priorities for improvement, with the quality of opening hours and stock being particularly critical:

- Opening hours – especially out of office hours
- Books – quality of choice
- Learning facilities – access in libraries and clear route to other opportunities
- Computer and online facilities – range and up-to-dateness
- Buildings and environment – especially Central Library
- Priority user groups – older people, teenagers and migrant communities
- Improve satisfaction levels and customer service – quality of service
- Marketing and communications – awareness of services

#### **11 There is potential to improve access to services in local communities**

The Learning Curve/Heart of Slough and Britwell regeneration opportunities should be used to ensure library provision is delivered as part of a mix of services tailored to meet community needs. Joined up delivery demands joined up working at every level, which in itself will be a powerful catalyst for improving customer services across the Council, breaking down service silos and designing services around customer needs.

“Mini libraries” in community centres would improve access for residents in areas of the borough that are currently poorly served. These should be provided as part of a broader service offer in a way that is convenient for people to use.

The mobile library offers poor value for money, costing over £100 per borrower per year for the public service. It is proposed that replacement of the mobile library would create an opportunity to re-invest in two new “mini libraries” and deliver a better and more cost effective service. The needs of current mobile library users would be met through the existing housebound service and other alternatives.

#### **12 Operational improvement and some cost saving can be achieved**

Just 53% of the budget (£1,469,000) is directly attributable to customer service. The focus for cost reduction should be on management and administration costs. Many processes can be simplified and streamlined to reduce costs and at the same time improve service delivery.

#### **13 There is an invest to save opportunity in the short-medium term**

An invest to save strategy is proposed which reduces process and back office costs and improves customer services (section 8.8). The net effect of this by 2013, discounting one-off capital investment costs for the Learning Curve, is a revenue saving of £350,000.

#### **14 Piecemeal changes can make improvements but will not build services fit for the future**

Many changes and improvements can and must be made quickly, in order to establish a strong momentum for reform. However, a significant transformation that embeds performance culture and generates opportunities for considerable investment and improvement through economies of scale can only be achieved through substantially increasing capacity for change.

The service lacks capacity to lead and implement transformational change and is not in a position to acquire it on the scale required. That capacity may be achieved by aligning the service with one or more strategic partners in a new service model. This fits closely with the Council’s development as a commissioning body and has the potential also to unlock opportunities for further service improvement and efficiency.

It is critical that local libraries focus on identifying and meeting community needs. A strategic partnership model that helps support this through efficient systems and processes could help release frontline staff to focus on customers and also improve value for money.

#### **15 There is an opportunity now for transformational change to be delivered**

Alternative models for strategic partnership are available and could be the catalyst needed. The review has tested a number of alternative models to assess what value they can bring to library service transformation and communities in Slough.

Analysis in section 9 indicates that the two models with greatest potential to work effectively and add value are:

- Strategic partnership with another local authority

- Strategic partnership with a private sector provider

The local authority strategic partnership model is consistently the strongest available option. Potential benefits include:

- Ability to work quickly to accelerate transformation using established models and to be flexible to Slough's requirements.
- Ability to introduce established models of service planning, performance management and customer service delivery that have been proven in a local authority context.
- Additional partnership opportunities that complement those already in place, especially local relationships.
- Understanding and capacity to build a locally responsive service tailored to community needs in Slough.

The review identified that there are authorities who would potentially be interested in providing some or all library services in partnership with Slough Borough Council.

It is recommended that in order to achieve the best possible service transformation Slough Borough Council proceeds to advertise for expressions of interest to test the market for the local authority strategic partner model.

## **Summary of conclusions and actions**

### **1 Conclusions**

The principal conclusions of the review are:

1. Libraries have a substantial reach in local communities. They have 615,000 visits a year and over 20% of the people of Slough regularly borrow from libraries and more using them for other purposes.
2. Libraries are especially effective in meeting the needs of hard to reach communities, including BME and the unemployed.
3. The cost of the service is high at £4.71 per visit.
4. Libraries contribute substantially to Slough's Sustainable Community strategy through bringing people together and creating opportunity for all, and especially in learning and skills.
5. The vision and value of libraries is not fully realised. It is critical that libraries communicate their value in terms of community outcomes and are at the centre of wider community strategies.
6. To be able to fulfil this role, the library service needs to be:
  - People driven, with people engaged in making decisions and shaping services
  - Celebrating and promoting diversity and Slough's unique culture
  - Working with and through partners and community organisations to deliver joint service offers to communities
  - Consistently seeking out and applying best practice
  - Innovative and creative in its approach
  - Results driven, focused on delivering key priorities
  - Continuously challenging itself to simplify and streamline processes that maximise investment in customer service
7. There are many excellent staff within the service and the challenge is to connect individual skills and initiative with a focus on what is right for the service, defined by what is right for Slough's community.
8. Overall, there is a clear lack of focus on delivery against priorities and a performance culture among the staff at all levels.
9. Leadership and cultural issues must be resolved first to enable change
10. There is no simple quick fix to achieve cultural change, but it requires clear priorities, clear roles linked to those priorities, and an openness to challenge and change.
11. This cultural shift from a service led to a community led service working in partnership is critical to ensuring that libraries remain relevant and vital assets capable of being a real force for change in communities.
12. While there are a number of good initiatives, there is no systematic and consistent quality of engagement with communities. Analysis of needs and opportunities is poor and the resulting lack of focus inhibits the quality of service delivery and improvement.
13. Opening hours and stock/resources quality are priorities for improvement
14. There is potential to improve access to services through introducing mini libraries as part of an integrated service offer in community hubs, making

- learning and other important services relevant and accessible to more people in places and at times convenient to them.
15. The mobile library public service costs over £100 per user. Housebound and other services can be provided effectively through extending existing volunteer schemes. Releasing mobile library funding could enable substantial service improvement through mini libraries at a lower cost.
  16. The proportion of expenditure on direct customer services should be increased.
  17. The cost of management and administration should be reduced. Processes can be simplified and streamlined to reduce costs and at the same time improve service delivery.
  18. While many changes and improvements can and must be made quickly, in order to make substantial changes that are embedded and generate continuous improvement, a transformational change is required.
  19. The service lacks capacity to lead and implement transformational change and is not in a position to acquire it on the scale required.
  20. That capacity may be achieved by aligning the service with one or more strategic partners in a new service model. This fits closely with the Council's development as a commissioning body and has the potential also to unlock opportunities for further service improvement and efficiency.
  21. Further testing of the local authority strategic partner model is recommended to test how far it can deliver added impetus to improvement of library services, improve outcomes for communities and customers and provide better value for money for Slough Borough Council and tax payers.

## **2 Actions and timetable for action**

- 2.1 Priorities for action have been identified at the end of each main section of the report. These are shown below with indicative dates for implementation:

### **Better meeting community and customer expectations**

1. Improve opening hours, including potentially Sunday opening (2010-12)
2. Improve quality of stock (2010-12)
3. Improve and update public access ICT with multimedia, integrating it in service provision (2010-12)
4. Identify and improve response to community needs, including new communities and older people (From 2010/11)
5. Improve customer care and service to improve satisfaction and ensure all users feel welcome (From 2010/11)
6. Ensure the public are actively engaged in shaping service development and influence decision making (2010-12)
7. Modernise and make more welcoming library interiors and exteriors – especially the Central Library (By 2012/13)
8. Improve promotion of services and help staff engage with and promote services (From 2010/11)
9. Improve the network of libraries, targeting areas of high need and low use, including potentially Baylis & Stoke, Chalvey, Colnbrook with Poyle and Haymill (By 2013)

### **Improving performance**

10. Introduce research and performance management to clarify purpose, to meet needs, and to demonstrate success (2009/10)
11. Implement new performance reports starting September 2009, including quarterly reporting to the Community, Leisure & Environment Scrutiny Panel (2009/10)
12. Implement a staff development programme incorporating performance management (2009/10)
13. Implement robust and integrated target setting and planning for 2010/11 following the principles set out in the review report (2009/10)
14. Implement a 5 year planned research programme in order to understand and meet the needs of Slough's diverse population and take decision making to the user (2010/11)

#### **Improving access to services**

15. Invest in two additional mini libraries, replacing the mobile library and putting in place alternative arrangements for the housebound and other users (By 2013)
16. Promote online services actively and update the library website to make it easier to find resources (2010/11)
17. Proceed with the potential new library as part of the Britwell regeneration project (From 2009)
18. Invest in additional opening hours with a target of a total 290 hours (2010-2013)

#### **Improving use of resources**

19. Substantially reduce management and administrative costs (2009/10)
20. Work with suppliers and partners to achieve economies of scale (From 2009)
21. Re-invest part of any efficiency gains in opening hours and stock to meet customer and community needs (2010-2013)
22. Aim to spend at least 15% of the net library budget on stock (By 2012)
23. Implement all feasible additional income generation solutions (By 2011/12)

#### **Improving efficiency in library operations**

24. Invest to save to improve customer experience and deliver efficiency savings. These include operational changes, for early implementation, in advance of policy decisions that should be considered as part of the budget planning process (2009-2013)
25. Develop and implement an action plan to put in place and meet standards for quality of service (2010/11)
26. Replace the Library Management System (2010/11)
27. Implement technical improvements to stock management processes outlined in the invest to save proposal (2009-2010)

#### **Strategic partnership and alternative models of service**

28. Market test local authority strategic partnership as the preferred model to accelerate transformation and improvement of Slough's library service, inviting local authorities to express interest. This will require a service specification to be developed. The private sector strategic partnership model remains a viable option should the public sector model not succeed and may be tested in parallel (2009-2010)

- 2.2 Libraries should develop a plan to implement actions that are agreed by elected Members. Should it be decided to pursue the local authority strategic partner model, there is potential benefit in a short delay in decisions about restructuring while it is determined how quickly a partnership might be set up. If the partnership could be in place by mid 2010/11, there is considerable benefit in deferring re-organisation and making major organisational changes in one process. This would minimise cost and reduce disruption for all parties concerned.

Draft

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet                      **DATE:** 22<sup>nd</sup> September 2009

**CONTACT OFFICER:** Andrew Stevens, Assistant Director, Learning and Cultural Engagement. Community and Wellbeing  
Jill Bell, Deputy Borough Solicitor. Resources  
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**WARD(S):** All

**PORTFOLIO:** Community and Leisure - Councillor S Chaudhry

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

**THAMES VALLEY ATHLETIC CENTRE CONTRACT**

**1     Purpose of Report**

This paper summarises Slough Borough Council's options on the contract to run the Thames Valley Athletics Centre (TVAC), with the recommendation that the contract be executed conditional on action to ensure that Slough residents and the Borough Council get a better return on their investment in TVAC.

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

The Cabinet is requested to resolve:

- (a) That the contract with Slough Community Leisure (SCL) to manage the Thames Valley Athletics Centre be executed. The contract is for 4 years, with the opportunity to extend for a further 4 years if SCL can demonstrate continued best value.
- (b) That officers be authorised to seek to include a break clause in the contract, should termination be in the interest of Slough Borough Council.
- (c) That officers be tasked with ensuring that the contract delivers improved benefits to Slough Borough Council and its residents.

**3     Community Strategy Priorities**

**• Adding years to Life and Life to years**

Participation in sport supports healthy lifestyles by promoting good physical and mental health and well-being.

**4     Other Implications**

(a) Financial

The total contract value is £640,000 in the first 4 years. Under the contract Slough BC, like the Royal Borough of Windsor and Maidenhead (RBWM), are

committed to pay £125,000 from 2009/10 each year, adjusted for inflation, split 50% for the management fee and 50% towards running costs of the centre. This is at the same level as contributions under the previous contract.

(b) Risk Management

A risk assessment for each option is set out in the Part 2 report.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act or other legal implications at this stage.

(d) Equalities Impact Assessment

There are no direct Equalities Impact Assessment implications.

(e) Workforce

There are no direct workforce implications.

## 5 Supporting Information

5.1 A briefing paper on the main issues affecting this contract was sent to Cabinet Members on 23 July. This is attached as Appendix A to the Part 2 Report. Since then there have been some further developments which are also set out in the Part 2 report

5.2 TVAC Management Trust has approved the process of securing the long-term management arrangements for the Centre. RBWM's Cabinet approved award of the contract to SCL at its meeting on 26 March 2009.

5.3 Under the contract Slough BC, like RBWM, are committed to pay £125,000 from 2009/10 each year, adjusted for inflation, split 50% for the management fee and 50% towards running costs of the centre. This is at the same level as contributions under the previous contract.

5.4 An options appraisal is contained in the Part 2 Report which sets out the implications of a range of options for the Cabinet to consider.

## 6 Benefits and other contract issues for Slough

6.1 On the basis of the assessment of options in section 6 above, it is recommended that Slough Borough Council execute the contract.

6.2 In return for this investment, it is proposed that officers be tasked with

- 1) Seeking to include
- 2) a break clause in the contract if termination should be in the interest of the borough council
- 3) Ensuring that the contract delivers improved benefits to Slough Borough Council and its residents, including:
  - Free access to conference facilities when they don't compete with commercial bookings and reduce the profitability of TVAC.

- Increased and flexible access to facilities for other groups in addition to the athletics club.
- Increased notice for athletics club bookings to help SCL find more commercial bookings and maximise income.
- Further work with RBWM to maximise income generation opportunities and minimise costs at TVAC.

8 **Conclusion**

It is recommended that the Cabinet approve that the contract be executed.

SBC officers should seek to include a break clause in the contract, should termination be in the interest of Slough Borough Council .

In return for this investment, it is proposed that officers be tasked with ensuring that the contract delivers improved benefits to Slough Borough Council and its residents.

9. **Appendices Attached**

Appendix A – Briefing Paper (Part II)

10. **Background papers**

None.



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 22<sup>nd</sup> September 2009  
**CONTACT OFFICER:** Clair Pyper, Strategic Director Education and Children's  
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**WARD(S):** Central; All  
**PORTFOLIO:** Education And Children – Councillor Pantelic

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

**BUDGET ISSUES FOR THE NEW SCHOOL ON THE FORMER LEA SITE**

1 **Purpose of Report**

To update the Cabinet as requested of the budget issues for the refurbishment of the former Lea Junior School building.

2 **Recommendation**

The Cabinet is requested to resolve that the reduced refurbishment scheme be approved and that the scheme be expanded if new funding becomes available.

3 **Community Strategy Priorities**

- **Celebrating Diversity, Enabling Inclusion**
- **Adding Years to Life and Life to Years**
- **Prosperity for All**

This project will provide 60/90 additional primary places for reception age pupils from September 2010 to help meet the projected increased in demand due to rising birth rates. New school places on the former Lea Schools site will provide a non-faith primary school option to parents living along the Wexham Road, an option not currently available as all the schools are voluntary aided faith schools.

4 **Other Implications**

(a) **Financial**

A budget of £3m was allocated towards the refurbishment project in 2008 based on a provisional feasibility study. A more detailed study which included surveys of the infrastructure of the school and a brief to achieve a Very Good BREEAM rating put the cost of the project at £4.5m. A recent exercise has been carried out to bring this scheme down to the minimum standard that would still provide a good quality facility for teaching and learning and achieve planning approval. Two alternative projects have been costed one including only essential works and one including all necessary works. Project costs are:

- i) Essential works only - £2.96m
- ii) Essential plus necessary works - £3.575m

If the project is delayed and classes will not be ready for September 2010 then modular classes would be required at 2 (or 3) alternative school sites to create 2 (or 3) 'bulge' classes per year, the estimated cost of this would be £260K (or £390K) per year. It is undecided at this point how many reception age pupils might be admitted for September 2010, it may be 60 or 90.

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Refurbishment project proceeds irrespective of final status of the new school	Status of new school is still undecided. It may be a community or foundation school or a competition may be required, alternatively it may form part of an existing school. If this must be decided before proceeding with project then places will not be ready by September 2010	Refurbishment project proceeds in parallel with the school organisation process for creating new school places
Further non-essential items are removed from the project to keep within budget unless new funding becomes available	£3m budget may not be sufficient to meet project objectives	Project tailored to budget Capital bid has been submitted through PPRG process Basic Need funding bid submitted to DCSF

(c) Human Rights Act and Other Legal Implications

None

(d) Equalities Impact Assessment

An impact assessment will be drafted to include the full range of expansion projects being undertaken in Slough once they are confirmed.

(e) Workforce

None

**5 Supporting Information**

- 5.1 As part of the council's 2008 capital bidding process, £3m was approved to refurbish the former Lea Junior School building to create a new 2-form entry primary school.
- 5.2 This budget estimate was based on an initial feasibility study. Since then a more detailed study of the building together with a developed brief by the council has put the full project cost at £4.5m.
- 5.3 Education together with the recently appointed project managers, have been working with the architects to remove non-essential items from the scheme to arrive at a project that is within the budget envelope available. A scheme has emerged for £2.96m and a summary of excluded items and cost summary is attached as Appendix A.

- 5.4 A second project that would also include necessary items is estimated at £3.575m and would include the following items omitted from the 'essential items' scheme. The cost report is included as Appendix B.
1. New light fittings - replacing damaged and defective fittings.
  2. Ventilation to three number IT suites.
  3. Two number smart boards.
  4. Renew solar reflective paint to roof coverings.
  5. Retained carpets to be cleaned.
  6. Redecorate all corridors and classrooms (walls/ceilings).
  7. Refurbish toilets near year 1 classroom (finishes & fittings).
  8. Fence off uneven playground area around tree.
  9. Install handrail protection to opening doors and windows.
  10. External redecoration (allowance only).
  11. Support for future ventilation plant to kitchen.
  12. Entrance canopy to main entrance and reception entrance.
  13. Provision of new grass football pitch.
  14. Make good tarmac to playground area.
- 5.5 The £1.5m funding gap for the full scheme means that a number of significant items have been removed from the schemes altogether or reduced in scale. However, the 'essential items' project will still deliver a school with a nursery, some refurbished classes, safety of electrics upgraded, new school hall added, many windows replaced and boilers upgraded. However, all elements of the project have been scaled back to some degree as the original plan was to address 100% of condition needs and achieve a Very Good BREEAM rating (a nationally recognised high energy efficiency target).
- 5.6 The separate modular dining hall, formerly used by Lea Infant and Junior Schools, will remain unchanged as the school dining facility in both the 'essential items' and 'necessary items' schemes. It will be some distance from the main school on the other side of the Iqra Slough Islamic Primary School entrance road on the playing fields for the new school. The proposed new school hall is being designed such that it can be adapted at a future date to also be used as a dining area with internal kitchen, should future funding become available.
- 5.7 At this stage in the project it is still possible to expand the scope of the works should new funding become available to either address the necessary items (£575K), £1.1m to achieve a Very Good BREEAM rating or undertake the full scheme (£1.5m). Slough has recently submitted a Basic Need Safety Valve (BNSV) funding application to the DCSF, should this be approved then one of the candidates for investment of this funding would be to increase the budget for this scheme. As this is only an application at this stage and the level of funding available for Slough won't be known for some weeks, the project will need to proceed within the current £3m envelope.
- 5.8 A planning application for the scheme was submitted in August to avoid any delays with delivery of the scheme. This has been possible because the difference in outward appearance between the different possible schemes only relates to the canteen and school entrance.
- 5.9 While the building works proceed there is a parallel process running to determine the status of the new school. New maintained schools must be established in accordance with the procedures defined by The Education and Inspections Act 2006. The Act requires that if a local authority wishes to see a new school established they must either: invite proposals for the school through (what is generally known as) a "competition" or apply to the Secretary of State for consent to publish proposals for a new school, without running a competition. An application for exemption from this

process is currently being explored. This was discussed at Cabinet on 16<sup>th</sup> June 2009.

- 5.10 Current advice from government is that a request for a new community school is likely to be rejected but a request to open a new Foundation or Trust school would have a good chance of gaining approval. A requirement of Foundation and Trust schools is that they must own their land and buildings.
- 5.11 Given the issues with land ownership and time delays associated with the proposals discussed above an alternative model is also being explored. This model would see the refurbished building forming part of an existing school, leading to a school based on two sites. Discussions are ongoing to understand the full implications for the statutory consultation process and management structure for a split site school.
- 5.12 As this is a developing situation, a further paper will be brought back to cabinet to decide the preferred route for creating the new school places.
- 5.13 This creates uncertainty regarding the final status and opening dates of a new school on this site. In order that the new school places are available for September 2010, irrespective of the future status, the procurement of the building works needs to proceed without delay.

## 6 **Comments of Other Committees**

None

## 7 **Conclusion**

The Cabinet is requested to agree that the reduced £2.96m refurbishment scheme should proceed and the scheme will expand if new funding becomes available.

## 8 **Appendices Attached**

'A' - Indicative Cost Estimate - Refurbishment of existing primary school - Essential Works Option

'B' - Indicative Cost Estimate - Refurbishment of existing primary school - Necessary Works Option

## 9 **Background Papers**

'1'- Cabinet agenda and minutes of meeting held on 16<sup>th</sup> June 2009



# **Indicative Cost Estimate**

## **Lea School, Slough**

### **Refurbishment of existing primary school - Essential Works Option**

for

## **Slough Borough Council**

August 2009

## **CONSTRUCTION COST SUMMARY**

**LEA SCHOOL, SLOUGH**  
**ESSENTIAL WORKS OPTION**  
**SUMMARY**

	<b>£</b>
New Extension	502,000
Refurbishment of existing school	464,000
Mechanical & Electrical Services	682,000
External Works, Drainage etc	288,000
	1,936,000
Preliminaries (10%)	194,000
OHP (5%)	106,000
	2,236,000
Contingency (10%)	223,000
	2,459,000
Professional fees, and surveys etc (18%)	443,000
Slough Borough Council Property Service Fees (2%)	58,000
	501,000
<b>TOTAL CURRENT DAY CONSTRUCTION COST</b>	<b>£ 2,960,000</b>

**BASIS OF INDICATIVE COSTS,  
ASSUMPTIONS AND EXCLUSIONS**

## LEA SCHOOL, SLOUGH

### ESSENTIAL WORKS OPTION

#### BASIS OF ESTIMATE, ASSUMPTIONS & EXCLUSIONS

##### Basis of Indicative Costs

- ADP Drawings D104 Rev \_\_, D106 Rev A, D107 Rev B, 110 Rev \_\_, dated 14 May 2009
- ADP Outline Scope of Works
- Value Engineering Meeting held on 6th August 2009 minutes.

##### Assumptions

In preparing this estimate, we have made the following assumptions:

- 1 The indicative costs provided are based on commencing work in December 2009.
- 2 Single stage competitive traditional lump sum tender, no allowance for D&B fees or PreConstruction fees.
- 3 No windows to be replaced around the two existing extensions - all others to be replaced.
- 4 No works to the two pitched roofs.
- 5 An allowance for 25% of floor finishes to be replaced has been included.
- 6 No works to the existing ceilings has been included.
- 7 An allowance for 10% of wall finishes to be redecorated has been included.
- 8
- 9 Assumed no smart boards, white boards, and pin boards are required.
- 10 As we have assumed the boilers and pipe work is to be replaced as part of the essential works, we have also included new radiators throughout. As it is more cost effective than providing low surface radiator covers throughout.
- 11 Minimal repair works to the existing roof (10%).
- 12 Kitchen area finished as ancillary classroom space.
- 13 Curtain wall glazing provided to entrance and link corridor.
- 14 Assumes all four boilers are replaced with gas boilers.
- 15 No specific level of BREAM is being targeted.
- 16 The internal reconfiguring of the school is as ADP drawings dated 14 May 2009

## LEA SCHOOL, SLOUGH

### ESSENTIAL WORKS OPTION

#### BASIS OF ESTIMATE, ASSUMPTIONS & EXCLUSIONS

##### Exclusions

The cost model excludes the following:

- 1 IT equipment to the ITC rooms.
- 2 Fitting out the Food Science Room.
- 3 No repair to elevations, and no improvement to U values of solid external walls and roof.
- 4 Asbestos surveys and removal of existing asbestos from existing buildings.
- 5 Entrance Canopy to main entrance and reception class entrance.
- 6 Raised roof linking entrance to new build hall.
- 7 Cold water tank does not need to be replaced.
- 8 Potential revised access road layout and drop off point.
- 9 Sprinkler installation.
- 10 Loose furniture.
- 11 External benches & planters.
- 12 Ventilation to IT rooms.
- 13 Site investigations and surveys.
- 14 Client insurances.
- 15 Legal fees.
- 16 VAT.

**DETAILED SUMMARY OF COSTS  
NEW EXTENSION**

## LEA SCHOOL, SLOUGH

### NEW EXTENSION

	<b>£</b>
Alterations	19,300
Substructure	61,400
Frame	41,100
Roof	82,800
External Walls	104,400
Windows & External Doors	39,000
Internal Walls	31,300
Internal Doors	35,400
Finishes	76,900
Fittings	7,700
Sanitary Installation & above Ground Drainage	2,700
External Works	-
	<hr/> 502,000

**DETAILED SUMMARY OF COSTS  
REFURBISHMENT WORKS**

**LEA SCHOOL, SLOUGH**  
**REFURBISHMENT WORKS**

	<b>£</b>
Alterations	17,100
Roof	35,000
Windows & External Doors	223,000
Internal Walls	11,400
Internal Doors	32,000
Finishes	77,000
Fittings	53,800
Sanitary Installation & above Ground Drainage	11,700
External Works	3,000
	464,000

**DETAILED SUMMARY OF COSTS  
MECHANICAL & ELECTRICAL, & EXTERNAL WORKS**

**LEA SCHOOL, SLOUGH**

**MECHANICAL & ELECTRICAL, & EXTERNAL WORKS**

<b>MECHANICAL &amp; ELECTRICAL</b>	<b>£</b>
Mechanical Installation	388,000
Electrical Installation	294,000
	<hr/> 682,000

<b>EXTERNAL WORKS</b>	<b>£</b>
External Works	237,000
Drainage	48,000
External Services	3,000
	<hr/> 288,000



# **Indicative Cost Estimate**

## **Lea School, Slough**

### **Refurbishment of existing primary school - Necessary Works Option**

for

## **Slough Borough Council**

August 2009

## **CONSTRUCTION COST SUMMARY**

**LEA SCHOOL, SLOUGH**  
**NECESSARY WORKS OPTION**  
**SUMMARY**

	<b>£</b>
New Extension	528,000
Refurbishment of existing school	664,000
Mechanical & Electrical Services	786,000
External Works, Drainage etc	398,000
	2,376,000
Preliminaries (as essential scheme)	195,000
OHP (5%)	129,000
	2,700,000
Contingency (10%)	270,000
	2,970,000
Professional fees, and surveys etc (18%)	535,000
Slough Borough Council Property Service Fees (2%)	70,000
	705,000
<b>TOTAL CURRENT DAY CONSTRUCTION COST</b>	<b>£ 3,575,000</b>

**BASIS OF INDICATIVE COSTS,  
ASSUMPTIONS AND EXCLUSIONS**

## LEA SCHOOL, SLOUGH

### NECESSARY WORKS OPTION

#### BASIS OF ESTIMATE, ASSUMPTIONS & EXCLUSIONS

##### Basis of Indicative Costs

- ADP Drawings D104 Rev \_\_, D106 Rev A, D107 Rev B, 110 Rev \_\_, dated 14 May 2009
- ADP Outline Scope of Works
- Value Engineering Meeting held on 6th August 2009 minutes.

##### Assumptions

In preparing this estimate, we have made the following assumptions:

- 1 The indicative costs provided are based on commencing work in December 2009. Programme duration for the Necessary works has been assumed to be the same as for the essential works.
- 2 Single stage competitive traditional lump sum tender, no allowance for D&B fees or PreConstruction fees.
- 3 No windows to be replaced around the two existing extensions - all others to be replaced.
- 4 No works to the two pitched roofs.
- 5 An allowance for 25% of floor finishes to classrooms and corridors be replaced has been included, remainder to be cleaned
- 6 Existing ceilings to classrooms and corridors to be painted.
- 7 Walls to corridors and classrooms painted.
- 8 Only two new smart boards provided.
- 9 Refurbish toilets near to year 1 classrooms
- 10 As we have assumed the boilers and pipe work is to be replaced as part of the essential works, we have also included new radiators throughout. As it is more cost effective than providing low surface radiator covers throughout.
- 11 Minimal repair works to the existing roof (10%).
- 12 Kitchen area finished as ancillary classroom space.
- 13 Curtain wall glazing provided to entrance and link corridor.
- 14 Assumes all boilers are replaced with gas boilers.
- 15 No specific level of BREAM is being targeted.
- 16 The internal reconfiguring of the school is as ADP drawings dated 14 May 2009

## LEA SCHOOL, SLOUGH

### NECESSARY WORKS OPTION

#### BASIS OF ESTIMATE, ASSUMPTIONS & EXCLUSIONS

##### Exclusions

The cost model excludes the following:

- 1 IT equipment to the ITC rooms.
- 2 Fitting out the Food Science Room.
- 3 No improvement to U values of solid external walls and roof.
- 4 Asbestos surveys and removal of existing asbestos from existing buildings.
- 5 Raised roof linking entrance to new build hall.
- 6 Cold water tank does not need to be replaced.
- 7 Potential revised access road layout and drop off point.
- 8 Sprinkler installation.
- 9 Loose furniture.
- 10 External benches & planters.
- 11 Site investigations and surveys.
- 12 Client insurances.
- 13 Legal fees.
- 14 VAT.

**SUMMARY OF ADDITIONAL  
COSTS TO NECESSARY SCHEME**

LEA SCHOOL, SLOUGH

SUMMARY OF ADDITIONAL WORKS ITEMS

	£	£
<b><u>ESSENTIAL SCHEME ESTIMATE</u></b>		<b>1,936,000</b>
<b><u>ADDITIONAL NECESSARY SCHEME WORKS</u></b>		
<b>NEW BUILD EXTENSION</b>		
Entrance Canopy	23,000	
Support for ventilation plant to kitchen	<u>2,400</u>	25,400
<b>REFURBISHMENT OF EXISTING SCHOOL</b>		
Redecorate classrooms and corridors	51,500	
Clean carpets	8,600	
Solar reflective paint to roof	25,000	
Refurbish toilets near to year 1 classrooms	30,000	
Replace existing external doors	52,500	
Smart boards (2nr)	4,000	
Feature rendering to external elevation (allowance)	<u>10,000</u>	181,600
<b>MECHANICAL &amp; ELECTRICAL WORKS</b>		
Replace defective light fittings	40,000	
Ventilation to IT suite (3nr)	45,000	
Disposal system works	4,000	
Additional BWIC + Enhancements for Part L	<u>13,600</u>	102,600
<b>EXTERNAL WORKS</b>		
Fencing off playground area around tree	2,000	
New grass pitch (inc break up existing tarmac area)	102,000	
Make good tarmac to playground area	<u>26,400</u>	<u>130,400</u>
		<b><u><u>2,376,000</u></u></b>



trading standards departments to pool resources for greater operating efficiencies.

As trading standards departments are included in the Proceeds of Crime Incentivisation scheme we can, along with other bodies involved in the investigation seek to recoup some of the costs of a prosecution by being awarded a percentage of any eventual confiscation order. All investigations involving the Scambusters Team will therefore also have the support of an Accredited Financial Investigator from a neighbouring trading standards office to carry out this role. There will be no additional cost to the local authority for this service.

(b) Risk Management

Low level risk

(c) Human Rights Act and other Legal Implications

There are no Human Rights Act or other Legal Implications to this award. The Council has the power under Section 101 of the Local Government Act 1972 to arrange for the discharge of any of its functions by any other local authority.

(d) Workforce

There are no workforce implications. The proposal, if agreed, will enable our Trading Standards service to have investigative support from a team of highly trained experts based in the Scambusters Team at Surrey County Council.

**5. Supporting Information**

- 5.1 The Council has a statutory obligation to enforce a wide range of legislation aimed at protecting the interests of consumers, businesses, the environment and the wider community. This ranges from food safety, health and safety and environmental safeguards to consumer protection law, anti-counterfeiting measures and under age sales etc. In addition the Council has also resolved to enforce legislation for which it has no statutory responsibility, but which is conducive and consistent with the overall aims of the service ie, to tackle fraud and theft.
- 5.2 In 2006 the then Department of Trade and Industry provided additional resources to help local authorities investigate fraudulent practices operated across local authority boundaries. The resultant 'Scambuster' Team, based at Surrey County Council was subsequently set up to provide that investigative. Although this may mean that officers of Surrey County Council will undertake investigations in Slough the final decision on the appropriateness of any criminal legal proceedings will continue to be exercised by Slough Borough Council.

- 5.3 This initiative was initially the subject of a Cabinet report on 10<sup>th</sup> July 2006 when the Scambusters Team was initially authorised to investigate and produce enforcement reports for consideration by the authority. This authority was time limited until 2008 and now needs renewing.
- 5.4 The aim of the project is to target major scams and malpractices within the South East that are beyond the capability of individual local authorities. The Team will be working across local authority boundaries on operations that are intelligence led. They will also work closely with other Agencies such as the Police and Her Majesty's Revenue & Customs (HMRC). They will also work with other regional Scambuster Teams and the Office of Fair Trading (OFT)
- 5.5 The proposed arrangements are permitted under section 101 of the Local Government Act 1972. It is critical that the power is explicitly delegated in accordance with the legislation so that any due process challenge can be defended
- 5.6 The current Scambusters Team supports 62 local authorities and protects 21 million consumers
- 5.7 Using intelligence and information provided by the general public through Trading Standards and Consumer Direct as well as information and co-operation from other agencies especially Police forces to target criminals trading other than at fixed trade premises, who work across local authority borders, with an element of fraud, high pressure selling or other deceptive practice to the detriment of the consumer.
- 5.8 Priority areas include:
- Deceptive Selling Techniques, targeting the vulnerable
  - Doorstep Crime
  - Cold calling rogue traders
  - High Pressure Sales
  - Home-working and other 'get rich quick' schemes
  - Car clocking scams
- 5.9 It is therefore recognised that Officers in the Scambusters Team will need authority to initiate or undertake investigations in relation to potential offences falling entirely outside the boundaries of their own authority.
- 5.10 Members may wish to know that the Scambusters team has commenced working with our Trading Standards Service on two major investigations which appear to be complex and lengthy, involving rogue traders based in Slough, but operating and trading nationally.

## **6. Comments of Other Committees**

None.

7. **Conclusion**

The Scambusters Regional project itself is a proven way of working: involving co-operation, targeting common issues, transferring knowledge and expertise, etc across a very wide area and across local authority and Regional boundaries.

In supporting this initiative there will be added consumer protection benefits to the consumers of Slough and a more cost effective ways in tackling crime.

8. **Appendices Attached**

Appendix 1 - Draft Authorisation - Scambuster Project Team

9. **Background Papers**

None

**Draft Authorisation - Scambuster Project Team**

In accordance with the decision of Slough Borough Council on 22<sup>nd</sup> September 2009 to authorise appropriate Officers of the Scambuster Project Team employed by Surrey County Council to exercise statutory powers, including where appropriate the right to enter land and premises and to sign and issue notices, in the discharge of their duties in the Slough Borough Council area with regard to Consumer Protection and the Investigation of Unfair Trading Practices in connection with the BERR Scambuster Project,

I hereby authorise: Scambusters Project Manager, and officers of his team from Surrey County Council, Mid Surrey Office, Bay Tree Avenue, Kingston Road, Leatherhead, Surrey KT22 7SY to exercise the statutory powers conferred upon a duly authorised officer of an enforcement authority by virtue of the provisions of the legislation listed below (as amended) and any order, rule, regulation or statutory instrument made there under.

Consumer Protection Act 1987

Consumers, Estate Agents and Redress Act 2007

Copyright, Designs & Patents Act 1988

Enterprise Act 2002

European Communities Act 1972

- Consumer Protection from Unfair Trading Regulations 2008

- Business Protection from Misleading Marketing Regulations 2008

- Cancellation of Contracts Made in A Consumer's Home or Place of Work etc Regulations 2008

Trade Marks Act 1994

Video Recordings Act 1984

In conjunction with the above, I also authorise Kevin Thompson, Accredited Financial Investigator, from West Berkshire Trading Standards Dept to carry out investigations on behalf of the Borough Council under the provisions of the Proceeds of Crime Act 2002.

Signed

Date

Mr.Patrick Kelleher  
Assistant Director – Public Protection

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4 **Other Implications**

(a) Financial

Investing to reduce homelessness can result in savings on temporary accommodation provision

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Adoption of the homelessness strategy	<p>There is a Legal requirement for all Local Authorities to have a homelessness strategy.</p> <p>Such a strategy provides an opportunity to continue to tackle homelessness and the circumstances that cause it.</p> <p>The strategy presents an opportunity for multi disciplinary working to benefit the community and individuals.</p> <p>The economic recession presents a real threat that could increase homelessness as a result of unemployment and debt .</p>	<p>There is a high level strategic economic task force which meets each month to review data</p>
Lettings Plan	<p>Opportunity to prevent homelessness and tackle housing need by a planned approach to quota's to each band.</p>	
Tenants Incentive Scheme	<p>By changing the scheme to reduce cost but improve support we may achieve more family homes for re letting</p>	

(c) Human Rights Act and Other Legal Implications

Compliance with the Councils statutory obligations underpins this report.

(d) Equalities Impact Assessment

An initial screening has been undertaken of the homelessness strategy and there is no negative impact on any sector of the community

5. **Supporting Information**

5.1 Tackling Homelessness

Housing and tackling homelessness is at the heart of the governments strategy 'Sustainable Communities; settled homes changing lives'

- 5.2 The housing needs section has received in the region of £2,000,000 of revenue funding from the Government to support the councils homelessness prevention work since 1998. We currently receive £140,000 a year .The funding ends in March 2011.This funding has been used to employ additional posts which offer prevention or support role to households who are homeless or at risk of homelessness. In addition, we have developed a range of options which reduce the potential of homelessness and have received additional grants this year of £68,000 to tackle the effects of the recession. £30,000 of this is shared with Reading Borough Council.
- 5.3 Although the number of homeless approaches has increased the level of acceptances has remained fairly constant as a result of successfully applying the options approach. We have yet to experience any significant recession led increase in homelessness, although, because of the lender forbearance schemes and other government involvement currently operating, the impact on homelessness may be delayed until the recession begins to recede.
- 5.4 Temporary Accommodation  
As a result of these types of intervention homelessness in Slough remains low. The government set a target for local authorities to reduce the number of households living in temporary accommodation in December 2004 by 50% by 2010. In December 2004 287 households were living in temporary accommodation in Slough and in June 2009 111 households were in temporary accommodation. We have already met our target and the reduction in demand for temporary accommodation has led to a review of supply.
- 5.3.1 As a result we are closing Rochfords shared facility hostel. The site is not suitable for re development owing to the presence of high voltage overhead cables and we are therefore seeking expressions of interest from other organisations who may have a strategically beneficial use for it following a refurbishment. We are re-developing the site of the Laurels hostel, which also offered temporary, shared facility bed-sits to provide 18 new general needs family sized homes.
- 5.3.2 With regard to our leased stock we are negotiating with our RSL providers of temporary accommodation to change the property use to permanent accommodation and provide Slough Borough Council with 100% nominations.

This will reduce our costs and increase the supply of much needed permanent homes in the Borough.

Table 1  
Homelessness trends

Homeless decisions	2002/3	2003/4	2004/5	2005/6	2006/7	2007/8	2008/9
Accepted	230	183	130	54	78	72	65
Intentional	66	82	34	36	25	39	46
No priority need	40	61	28	9	34	16	19
Not homeless	81	71	56	48	30	24	34
Not eligible	6	15	8	2	9	4	4
Total Approaches	426	412	256	149	176	155	168

#### 5.6 The Homelessness Strategy 2008 - 2011

The Homelessness Act 2002 required all local housing authorities to develop a strategy for tackling homelessness. Since the first strategy in 2003 rough sleeping levels have remained low, homelessness has reduced, we have met and exceeded our temporary accommodation target. Slough's homelessness forum was re launched last year following a workshop event to look at homelessness issues in the Borough. The forum has continued to meet and has produced the third corporate Homelessness Strategy for Slough covering the period from 2008 to 2011. The draft strategy is found at Appendix 1

5.7 There are three strategic priorities; Prevention, Support and Supply. In order to deliver these priorities effectively there needs to be a corporate commitment and progress will be monitored through the Neighbourhood and Renewal Scrutiny Panel.

5.8 To coincide with the drafting of this strategy the audit commission introduced a revised Key Line of Enquiry (KLOE) from 2008 covering Homelessness and Housing Advice services and applications\_which it uses in conducting inspections of the service. The KLOE measures:

- How effectively does the Homelessness Strategy set out plans for the prevention of homelessness and for ensuring that sufficient accommodation and support will be available for all people who become homeless or who are at risk of becoming so? How effectively does the strategy set out plans for access to appropriate move on accommodation for those that no longer require residential support?
- Has the housing authority developed effective action plans to help ensure the objectives set out in the Homelessness Strategy are achieved?

- How efficient, effective and customer focused is the homelessness service and are homelessness applications administered in line with the relevant legislation; Codes of Guidance on Homelessness and Allocations; Priority Needs Orders; and good practice?
- 5.9 The Slough Homelessness Strategy and its implementation plan will contribute to ensure that the service is achieving a high level of performance in meeting these standards.
- 5.10 Housing Advice & Resettlement  
This service underpins the support element of the homelessness strategy and contributes to the prevention work of the section. The advisors saw over 1000 customers in the year and have successfully prevented homelessness or supported people in pursuing their rights to retain their homes for 50% of their cases. As a result only a very few homeless households have had to be referred for more detailed assessment and temporary accommodation.
- 5.11 The resettlement and tenancy support service is unique in that it offers support to families and some young people who have no parental guidance and are homeless. The team are funded through the Supporting People initiative and provide practical assistance to families and young people coping with homelessness and temporary accommodation, setting up their new homes and budgeting in order to avoid debt and potential homelessness. No clients of this service have ever become homeless and nearly 90% of families have achieved some or all of the Supporting People positive outcomes, including increasing their income.
- 5.12 There is a dedicated Young People's worker in this team funded through the CLG grant until 2011, providing a service directly to 16 to 21 year olds who present with a housing issue, mainly homeless. This worker also provides information and support to agencies such as YOT, Connexions and the Pathways service on housing matters. Over 380 young people accessed this service between 2008/9. No homeless children have been placed in bed and breakfast by housing.
- 5.13 A recent House of Lords ruling R.(G) vs Southwark LB in 2009 has indicated that more homeless children are owed more duties by social services under the Children Acts than has previously been the case. We will be working closely with the children's services to agree an appropriate process to incorporate this ruling and ensure homeless children are safe.
- 5.14 The Housing Register and Lettings: Supply and Demand  
The housing register and allocations policy was reviewed in June 2008 and the changes adopted by cabinet. There are 4 bands, A, B, C & D. Customers circumstances are assessed according to the information they provide in the application form and the application is then allocated into the appropriate band.
- 5.15 Between April 2008 and March 2009 the demand on the housing register has increased by over 800 applications. Between April and September 2009 it has

increased by another 700 to just over 5,700. This reflects an overall increase since March 2007 of 25%. This does not mean the level of need has increased in the Borough but probably indicates more people have applied as a result of the recession removing other options for them, than would otherwise apply.

5.16 We made 657 social housing lettings in the year, of which at least 650 went to local people. We completed 195 new build homes with RSL partners which including new homes built on disused and run down garage sites. Both of the new extra care homes for older people also came on line providing 126 units. All prospective tenants for social housing are visited and lettings officers undertake a rigorous assessment to ensure that they have provided correct information are eligible for an offer and are suitable to be a tenant.

5.17 In 2008/9 183 lets were made to private sector properties through the deposit guarantee scheme. This scheme, of all the options we offer has the most significant impact on reducing homelessness and the use of temporary accommodation

Table 2  
Lettings Plan 2009/10

SIZE	BAND				total
	A	B	C	D	
Older peoples lets					
Extra care	7	7	3		17
1 bed 50+	5	16	13	0	34
1 bed 60+	5	45	25	0	75
General needs lets					
Studio /1 bed	38	90	42	0	170
2	20	110	85	0	215
3	10	65	40	0	115
4	6	8	4	0	18
5	1	4	1	0	6
TOTAL	92	345	213	0	650

5.18 Table 2 is the proposed lettings plan for 2009 -10 .It takes account of previous vacancy trends, new build completions expected in the year and an element of vacancies leading to re-lets of general needs from transfers into the remaining extra care schemes. New build completions for rent include 158 family sized general needs units and 38 general needs units for shared ownership.

#### 5.19 Overcrowding and Under occupation

A successful bid to the communities and local government department has led to an initial grant of £50,000 to develop a strategy to tackle severe overcrowding, defined as lacking two rooms by the Bedroom Standard We have identified 34 social housing tenants who are severely overcrowded.

5.20 The strategy will provide the following options to existing overcrowded households

- A priority offer of rehousing from Band A within 6 -12 months but no choice on location or landlord.
- A move to larger but temporary accommodation until larger permanent property available. The application will be in band B and dealt with as homeless with three offers.
- A move into appropriately sized private sector accommodation. Application placed in band C and unlimited offers
- Options for adult members of overcrowded households for separate housing

5.21 The current policy seeks to prevent future overcrowding by offering homes to ensure children of any age of opposite sex have a room each. We are also planning to promote the benefits of becoming a Housing Association tenant as this will increase choice and they are the sole providers of the new larger housing supply

#### Tenants Incentive Scheme

5.22 We regained 24 family sized homes from tenants under occupying their homes. Additionally a further thirty five tenants are under occupying their social housing tenancy and have requested moves to smaller homes. We believe there are more social housing tenants who could be attracted to returning their homes if there was a scheme which suited their needs.

5.23 We are therefore proposing to develop an incentive scheme which has three options and is restricted to households requiring one bedroom.

1. A cash incentive of £1000 per room vacated
2. Removal service including packing and un packing + £500 per room vacated
3. A full service including support through out, packing and un packing and the property fully fitted with carpets in living room and bedroom ,curtains, home safety equipment ,minor adaptations and smoke detectors + personal assistance, follow up visits and £250 per room returned.

5.24 To improve mobility through our stock and out of Borough tenancies we have joined Home Swapper a national scheme which helps tenants find property matches to exchange with.

#### 5.25 Redevelopment Policy

On occasions, in order to make best use of land to provide homes currently in demand we may have to redevelop sites e.g. Wentworth Avenue. The Housing

Act 1985 sets the criteria for Local Housing Authorities to gain possession to re develop land for homes. Although the Housing Register and Lettings policy does state that tenants whose homes are subject to redevelopment have a choice of their future home and will receive an urgent offer of housing it does not offer any further guidelines.

- 5.26 It is proposed that the Housing Register policy should be amended to include:
- Secure tenants whose homes are on a re development site will be consulted and will be offered up to 3 reasonable properties that meet the needs of their household and which are within the councils remit to provide.
  - In addition Home Loss grant will be paid to the tenant once they have given vacant possession and moved to their new home. Every effort will be made to ensure that the offers are acceptable however if three reasonable offers are refused the council will proceed to court for possession .On granting of possession a further offer will be made of any suitable available property at the time. Home Loss grant will still be paid.

5.27 Social housing Lettings Forum

This forum was launched in 2008. and is attended by People 1<sup>st</sup> and the housing associations who have a portfolio in the Borough. The terms of reference are:

- Share good practice and updates on legislative policy.
- To work together to improve tenancy sustainment and reduce homelessness,
- Develop operational sub groups to draft protocols on specific themes of interest or concern
- To work to improve performance around voids, nominations and selection of suitable tenants.
- To exchange information on performance statistics and trouble shoot common and recurring problems.
- To work with SBC to develop an excellent and appropriate advert & bid system by 2010.
- To participate in and agree a work programme to achieve the above

5.28 The forum aims are to:

- Provide a consistent and excellent service to all customers
- Increase the demand for RSL properties amongst the councils applicants
- Contribute to reducing homelessness and debt in the Borough
- Develop a portfolio of protocols to address shared issues for the benefit of Sloughs council nominees, existing tenants and each other.

- 5.29 We have already implemented a protocol for selecting suitable tenants and have a draft pre eviction protocol aimed at reducing evictions by re assessment of support needs. This group will also work with the council to implement and choice based lettings scheme by December 2010.

## 6. **Conclusion**

The Housing Needs section is successfully managing increased housing demand whilst keeping homelessness and the use of temporary accommodation stable and relatively low.

This is achieved as a result of

1. An effective Homelessness Strategy which seeks to spread the issue of homelessness across the corporate agenda – homelessness is not solely a housing issue.
2. A service structure which has prevention and support at its core and is able to offer choices which enables customers to remedy their housing issues.
3. Effective joint working across the teams and with other agencies and partners to achieve common goals which focus on the customers needs

## 7. **Back ground papers**

1. The Housing Acts 1985, 1996
2. Homelessness Act 2002
3. 'Sustainable Communities; settled homes changing lives' Communities and Local Government.
4. Audit Commission: Key Line of Enquiry Homelessness and Housing Advice

## 8. **Appendices**

Appendix A The Homelessness Strategy for Slough 2008 -2011 and Implementation Plan.

Appendix B Housing Demand. Comparison between March 2008 and March 2009

Appendix C Housing demand by ethnicity of household

Appendix Di Lettings made by bed size to each band

Appendix Dii Where vacancies occurred

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# **Part 1 Review of Homelessness**

## **1 Introduction**

This is Slough's second Homelessness Strategy and covers 2008 to 2011. It has been developed from reviews of the earlier 2003 strategy and outcomes achieved, the 2005 Homelessness Strategy update and from current information and data about homelessness in Slough. The Strategy also develops stakeholder's views and the outcomes of the Slough Homelessness Conference in July 2008.

This new strategy builds on the achievements so far, takes account of changing national, regional and local housing issues, and reflects the growing pressures on the housing market and for individuals during the current economic downturn. In identifying current and likely future levels of need the strategy seeks to establish the services and resources needed to tackle homelessness effectively. It sets out the actions and priorities that the council and its statutory and voluntary partners must work together on in order to meet the Strategy's three objectives

- Tackling housing need that often leads to homelessness
- Increasing supply and access to good quality and affordable housing
- Ensuring there is adequate advice and support to prevent homelessness occurring

The challenge remains one of reducing homelessness in an area of high demand and cost of housing, insufficient stock and the additional pressures brought about by the wide ranging affects of the economic decline.

### **1.1 National and regional context**

In 2005 the Government published Sustainable Communities: settled homes; changing lives - a strategy for tackling and reducing homelessness. It acknowledged the fall in new cases of homelessness, levels of rough sleeping and end of the use of bed and breakfast for temporary housing of families. It set out the need to now stop the use of bed and breakfast for 16/17 year olds and aimed to halve the number of households living in temporary accommodation by 2010 by

- preventing homelessness
- providing support for vulnerable people
- tackling the wider causes and symptoms of homelessness
- support to move away from rough sleeping
- providing more settled homes

Registered Social Landlords as key partners were encouraged to co-operate with local authorities in preventing homelessness and putting prevention and tenancy sustainment as operational and strategic priorities in the Housing Corporations strategy Tackling Homelessness (2006).

Housing related support through the Supporting People Programme helps to reduce homelessness by providing services to vulnerable and excluded people. The national strategy Independence and Opportunity (2007) looks to build on successful local partnerships and deliver effective outcomes through the Local

Area Agreements. (see appendix for a list of relevant national strategy and policy documents)

## **1.2 Local Context and strategic links**

Slough's housing strategy links and supports a number of key local strategies.

1.2.1 Slough's Sustainable Community Strategy – Proud to be Slough 2008 recognises the impact of homelessness and poor housing conditions on the environment of Slough. To ensure that housing meets the needs of residents, the key housing priorities within the Strategy are to:

- increase choices for homeseekers
- offer sustainable housing options
- and have a resettlement service that supports clients to successfully maintain their tenancies and prevent the risk of homelessness, isolation and social exclusion.

1.2.2 The preventative approach of the original 2003 Homelessness Strategy was confirmed in Slough's Housing Strategy 2005-10. Prevention to reduce the causes of homelessness through tackling housing need rather than increase resources to speed decision making or bringing in more temporary accommodation was the preferred option and one of the five Housing Strategy priorities.

1.2.3 Slough's Supporting People Strategy 2005-10 is focussed on delivering high quality housing related support services that meet the needs of vulnerable people. The key themes of this homelessness strategy directly support that objective.

1.2.4 This updated Homelessness Strategy has important links to wider strategies in social care, community safety, planning and health as well as focussing other housing needs work streams such as temporary accommodation strategy, advice and resettlement services. It also supports other work streams in private sector housing around the supply and quality of rented stock.

## **1.3 Review of homelessness 2005**

A review of the first Homelessness Strategy was undertaken in 2005. This was in response to significant progress on the strategy implementation plan and delivery of outcomes. There was also an identified need to engage on a more practical level with partners, stakeholders and a wide range of other service teams. In 2005 the Council's Housing Strategy through to 2010 was also published and set challenging targets for homelessness prevention.

1.3.1 There was a positive impact on homelessness through the implementation of the new Allocations and Housing Register policy in 2004. A main objective of the policy was to prevent homelessness by tackling the housing need that drives it. The Housing Register became the most effective homelessness preventative tool. The banded scheme reflected

the degree of housing need and enabled identification of household categories who had been over-represented in homeless figures.

1.3.2 The preventative and support focus of the strategy had also seen positive outcomes arising from a new housing advice service which included a dedicated young persons worker, housing options approach, dedicated Housing Benefits Officer and resettlement services to families. The supply element of the strategy was addressed by the creation of a private sector co-ordinator post to increase access to private rented accommodation and a housing initiatives officer to make best use of social housing stock through under-occupation transfers and maximising nominations to mobility and low cost stock home ownership. The supply and range of supported housing has increased whilst the demand for temporary accommodation has been reduced.

1.3.3 A multi-agency workshop held in March 2005 identified priorities under the three themes of the Strategy and what processes needed to be developed to ensure meaningful progress in delivering the priorities.

Prevention	<ul style="list-style-type: none"> <li>• early intervention and risk management for vulnerable people</li> <li>• managing and sharing information between partners and agencies</li> <li>• maximising access to income and benefits</li> </ul>
Support	<ul style="list-style-type: none"> <li>• easier access to support</li> <li>• consultation with users</li> <li>• support for young people</li> </ul>
Supply	<ul style="list-style-type: none"> <li>• Improving the quality of hostel accommodation</li> <li>• A review of the impact of evictions from Council stock</li> </ul>
processes	<ul style="list-style-type: none"> <li>• Identify the best “agency” leads for particular housing issues</li> <li>• Identify easy to negotiate pathways through housing issues/crisis</li> <li>• Information sharing arrangements with partners/agencies</li> <li>• Launch a Homelessness Forum</li> <li>• High levels of ownership to promote joint working amongst practitioners</li> </ul>

1.3.4 The newly launched Homelessness Forum looked at the housing issues of families, young people and single people and data on demand, reasons homeless, ethnicity and identified housing need. The work enabled the Homelessness Strategy implementation plan tasks to reflect the ability to now effectively tackle and manage the housing need that leads to homelessness. Priority tasks included:

- Restructure of the Housing Needs team to focus on the key 3 themes of prevention , supply, support and to enhance overall capacity.
- Developing an Advice First approach within the Council’s new Customer Service Centre

- Develop early intervention approach
- Improving access to Young People's hostels
- Reducing evictions and unplanned departures from young people's hostels
- Ensuring new Council tenants have access to appropriate support to aid tenancy sustainment
- Review use of temporary accommodation
- Improving access to the private rented sector
- Make best use of out of borough-housing resources (Housing Initiatives Officer)
- Review use and demand for older people's stock
- Improve support and access to the Housing Register for young People (Young Person's Co-ordinator)
- Improve interagency working and information sharing

## **1.4 Developments since 2005 Strategy review**

- 1.4.1 There have been a variety of events and developments and wider national and local issues that have impacted on the strategy for preventing homelessness in Slough since the strategy review in 2005. All of these have guided, impacted and contributed to the development of this new strategy.
- 1.4.2 Choice options for rehousing have been amended for homeless households owed the main duty:
- One reasonable offer chosen by the Local Authority of permanent housing within 6 – 12 months.
  - Up to three offers of their choice, average rehousing time 3-5 years.
  - Unlimited offers of their choice if they accept a qualifying offer of a private rented home average rehousing time 3-5 years
- 1.4.3 An in-house family resettlement service under the Supporting People Programme now complements the voluntary sector service for single people. Both services assist households that need assistance to access services and sustain their tenancies before and during their tenancies
- 1.4.4 Accommodation and support provider members of the Homelessness Forum and new Registered Social Landlord (RSL) lettings forum have been surveyed recently to understand the issues that may help sustainability of tenancies. The two highest identified priorities were improving on-going support and improving or quickening the Housing benefit process. Other issues identified as significant were:
- Improving the selection/matching process
  - Improving the readiness of the prospective tenants for a tenancy
  - Earlier identification of support needs of new tenants

Other areas suggested for improvement or development included, improving the nominations process and developing a multi-agency approach to supporting social housing tenancies at risk of termination.

1.4.5 In July 2008, a Homelessness Conference was held to review outcomes of first homelessness strategy and review progress made since the 2005 review. The Conference workshops identified under two themes of prevention and support and supply and sustainability, the issues, possible solutions and the most urgent priority.

#### **Prevention and Support for Young People**

Highest priority: Housing Benefit – processes, communication and transaction time

- Private rented accommodation – not enough of it or help to access, HB single room rate makes it a less viable option
- Move-on accommodation – lacks a strategy to manage expectation and limited supply
- Tenancy sustainability- appropriate timely support that follows a young person
- Housing advice – consistent and realistic advice that is widely available
- Substance misuse – Access routes to rehab and substance misuse advice are unclear

#### **Prevention and Support for Single People**

Highest priority: increasing the supply of temporary and interim accommodation

- Inappropriate placements, unclear access arrangements
- Gaps in range of accommodation – ex-offenders, drug users, disabled people, victims of domestic violence
- Unrealistic and limited housing options assessments

#### **Prevention and Support for families**

Highest priority: Extending the length of assured shorthold tenancies

- Shortage of larger homes and unrealistic expectations of homeseekers
- More support where debt triggers a housing crisis
- Exacerbation of housing problems by Housing Benefit issues
- Poor conditions and management in the private rented sector

#### **Supply and Sustainability**

Highest priorities: Evictions, pre –tenancy support and Housing Benefit related issues

- Evictions generate a new range of problems
- Rent arrears exacerbated by Housing Benefit process
- Consistent and multi-agency approach to ASB
- Strategies for dealing with local area issues
- Identifying and dealing with under-occupation and overcrowding

#### **1.4.6 Recession**

Slough's corporate management team have formed an economic task force to ensure that as a Local Authority we are responding to the credit crunch & economic downturn in a coherent and comprehensive manner. In addition front line local services have developed a Recession Watch group

which includes the council's housing needs service, Housing Benefit and Shelter & CAB. This group is monitoring data from the courts, debt services and homelessness and advice teams in order to respond to trends. Already the group have developed an information leaflet to encourage people to seek advice and established themselves as one of the Government's fast track mortgage rescue scheme.

The housing advice service has noted an increase in demand since September 2008. The housing advisors saw just under 700 customers between April 2008 and December 2008. The most common types of enquiry are general housing advice, eviction and parental eviction. These reflect the most common tenancy types of Assured Shorthold and living with parents and link to homeless approaches.

The most common ethnicity is White British and Asian Pakistani. There are more female approaches than males and most females were representing a larger household whilst most males were single households

## 2 Homelessness in Slough

Homelessness and the number of households in temporary accommodation have continued to fall in Slough, Berkshire and the South East as a whole. Despite significant reductions in approaches, largely due to the new housing register policy and housing options, the causes of homelessness remain the same.

- Parents and relatives evicting non dependent off spring, usually as a result of overcrowding.
- Loss of assured short hold due to the tenancy term coming to an end and landlords not wishing to renew.
- Women and children who become homeless as a result of domestic violence.

A significant number of single people mostly males have also been found unintentionally homeless and vulnerable, largely as a result of mental illness and discharge from prison.

### 2.1 Key facts and figures about Slough. (Census 2001)

Population data census 2001	Households	As % of households
Single person households	12,434	28%
Families; couple with or without children	20,333	45%
Single parents with dependent children	2,471	5%
Single parents with no dependent children	1,436	3%
Other households	8,313	18%

Ethnicity data census 2001	Population	% of population
White	75,843	64%
Indian	16,719	14%
Pakistani	14,360	12%
Black Caribbean	3,470	3%
Other	8,675	7%

## 2.2 Homelessness decisions

National statistics show that the number of homelessness acceptances had declined by 60% from 2003 to 2008. In Slough the reduction achieved was 69%, with homelessness acceptances falling to 72 in 2007/08. Homelessness approaches also showed a fall of over 63% over the same period. These figures show how the Homelessness Strategy's preventative and tackling housing need approach have made a dramatic and sustained impact on homelessness in Slough.

Homelessness decisions	2003	2004	2005	2006	2007	2008	2009 projected
Acceptances	230	183	130	54	78	72	72
Intentional	66	82	34	36	25	39	63
No priority need	40	61	28	9	34	16	20
Not homeless	81	71	56	48	30	24	21
Not eligible	6	15	8	2	9	4	6
total	426	412	256	149	176	155	210

National projections indicate that homelessness is likely to rise as a result of the economic recession which is predicted to last for two years.

## 2.3 Temporary accommodation

The council offers a range of interim and temporary accommodation

Number of households in temporary accommodation at year end	2001/2	2002/3	2003/4	2004/5	2005/6	2006/7	2007/8	March 0
Total	313	316	261	258	192	170		118
Of which were in bed and breakfast	22	0	3 ( zero families)	0	0	0	0	0
Of which were in shared hostels	61	43	29	22	23	21		22

Use of temporary accommodation by ethnicity (Nov 2008)

	shared	Self contained SBC	Self contained RSL	total
African	3	3	17	23
Asian	3	16	26	45
black other	0	0	3	3
White	10	17	39	66
mixed	2	1	4	7
other				
not known		1	1	2
total	18	38	90	146

## 2.4 Housing Need and the Housing Register

There has been a general increase in demand for the Housing Register(excluding transfer applicants) since 2003. Accepted homeless applicants are now offered 3 choices of rehousing. An immediate offer based on

location and choice of areas as part of priority band A (additional preference) waiting time up to 1 year, up to 3 offers to applicants waiting in temporary accommodation as part of Band B (reasonable preference) waiting times of 2 to 5 years depending on applicant choices, and unlimited offers and full choice to any applicant choosing to accept private rented accommodation (waiting times 2 to 5 years). However only about 50% of households approaching as homeless were already on the housing register.

Housing Register at April 08	Band A	Band B	Band C	Band D	total
Older people	44	89	66	171	370
1 bedroom	27	170	277	188	1462
2 bedroom	27	563	433	230	1254
3 bedroom	11	547	295	104	957
4 bedroom +	2	173	34	21	230
total	111	2342	1105	714	4273

The effects of the preventative approach and restructuring of the Housing Register and revised allocations policy are clearly shown below in the profile of homelessness applicants waiting for housing (HR) and rehoused (lets). The proportion of homelessness applicants waiting for housing compared to the overall Housing Register has fallen from 13% in 2003 to 3% in 2008. The proportion of lettings to Homeless applicants to overall lettings over the same period has declined by 45%.

	2003		2004		2005		2006		2007		2008	
	HR	lets										
HL applicants												
1 bed	32	19	35	15	48	6	20	13	19	7	22	9
2 bed	193	62	139	50	89	63	66	37	56	31	47	33
3 bed	97	30	74	23	68	17	73	11	74	13	52	19
4 bed	13	6	21	2	24	2	15	1	8	3	5	2
5 bed	3	0	8	1	10	0	5	2	6	0	11	1
total	338	117	277	91	239	88	179	64	163	54	137	64
% of HL nos to overall HR/lets	13%	20%	10%	15%	7%	14%	5%	9%	4%	13%	3%	13%

All bedroom categories except 5 bedroom have shown a decrease in the number homeless applicants waiting for housing of between 46% and 76%. Over the same period the proportion of 2 bedroom homeless applicants to overall homeless applicants has decreased from 57% to 34%.

Since April 2003 Council housing stock has reduced by 6% to just over 6600 units in April 2008. The reduction in 2 bedroom and in 3 bedroom stock was 8% and in larger sized accommodation by 10%. Housing Association stock in the borough has increased since 2005 by 14% to 3346 properties.

In June 2004 the new housing register scheme introduced choice and unlimited offers to applicants. This has led to a higher level of first time refusals and on average each letting takes 1.5 offers or two out of three offers are accepted first time

Of private rented stock there is a perceived increase in the number of houses in multiple occupation with the potential for poor and overcrowded conditions and chalet style buildings or extensions to the rear of private houses. Many of these may be illegal but tackling these will require a carefully planned approach to avoid sudden and dramatic increases in homelessness. A separate but related strategy to tackle overcrowding is planned as a result of CLG funding

## **2.5 Achievements 2003-2008**

### **General**

- Re structured housing needs section to reflect strategic aims of prevention, support and supply.
- Introduced housing options approach.
- Implemented new housing register scheme abandoning the old points system in favour of 4 bands.
- Implemented increased choice to housing applicants in the selection of their home.
- Revised and implemented a new deposit guarantee scheme
- Re launched the homelessness forum
- Introduced a Social Housing providers forum which is developing protocols to improve joint working

### **Prevention**

- Developed the housing advice service and a specialist young peoples housing worker
- Homeless approaches reduced by 50% from 400 to 200
- Number of registered homeless applicants on the housing register is less than 3% of the total, reduced from 338 to 137
- Zero rough sleeping maintained

### **Supply**

- Introduced allocations panel to improve access to young peoples accommodation
- Revised and re launched deposit guarantee scheme
- Completed first phase of Extra Care schemes providing xx homes for
- Continued to release under occupied family homes
- De designated over 1700 older person's studio/one bedroom homes to general needs
- Completed 805 new build affordable homes
- Completed sales on 41 part buy part rent between April 2008 and December 2009
- Let nearly 600 private sector homes through the guarantee scheme
- Let 3,000 affordable rented homes.
- Implemented a strategy for temporary accommodation.

### **Support**

- Developed a family based resettlement service
- Introduced an annual newsletter for all registered home seekers
- Young peoples housing worker in place
- Housing and Support directory of services published

# Part 2 The Strategy

## The Vision

**The outcomes and measure of success of this strategy are:**

- Choice in the selection and tenure of a home and a range of options which will enable those in housing need and homeless households to make informed decisions about their future housing.
- An accessible, sustainable and safe private rented sector working in partnership with the Local Authority to meet local needs.
- An increase in floating support services and a cohesive, multi agency approach to provide a unique body of expertise to encourage the hardest to engage groups to seek and maintain their homes and health.

**This means we need to achieve:**

- An increase in supply across all tenures and the introduction of an advert and bid scheme
- A reduction in the number of households in housing need including those who are overcrowded or sharing.
- A sustained reduction in homelessness and rough sleeping.
- A multi agency approach to delivering support against a formal and holistic needs assessment

**There are three strategic priorities to achieve this vision**

1. Preventing homelessness
2. Providing more homes
3. Providing support for vulnerable people

## **Strategic priority 1: Prevention of Homelessness**

The previous homelessness strategy addressed the main causes of homelessness and these were and remain;

- Loss of short hold tenancy,
- Loss of home through violence or relationship breakdown
- Parents or relatives evicting.

### **3.1 Preventing Homelessness by improving Choice and Access to the Housing Register**

The housing register and Allocations scheme has been an effective tool in preventing homelessness. We know only around 50% of homeless households are registered for housing before approaching.

Homeseekers on the register have a range of options and choice in their future tenure and location. The 'additional' and reasonable preference' bands have been used strategically to encourage households to avoid homelessness through a process that offers options and incentives whilst not disadvantaging those who do chose the statutory homeless route.

### **3.2 Demand.**

Demand for affordable housing is increasing steadily and has risen since June 2004 from around 3,200 homeseekers to just over 5000 in December 2008. nearly 2000 registered homeseekers are single

Earned incomes of those living in the Borough remains low and owner occupation is elusive to many homeseekers as property values are comparatively high and rent levels are increasing as a result of Local Housing Allowance which uses a broad market area assessment to determine rent levels.

### **3.3 Preventing Homelessness through Housing Options**

The housing needs section has adopted a housing options approach and this, along with widening the eligibility criteria to include shorthold tenants on the housing register, has made positive inroads to reducing the number of homelessness acceptances and approaches.

We have been able to extend the choice of tenures to homeseekers through; Homebuy, part rent part buy, intermediate rent and private sector assured shortholds obtained through the deposit guarantee scheme. Between April and December 2008 130 homeseekers in housing need opted for the deposit scheme.

Both the housing advisor and housing assessment officers apply housing options to their client groups. The assessment team offer a housing options assessment to all home seekers in the reasonable and additional preference bands as a means of early intervention to prevent homelessness amongst those in the greatest housing need. These options are still available during a homelessness assessment.

The housing advice team as well as dealing with a broad remit of housing issues also offer options to households who are not yet threatened with homelessness and or are not in a priority need category

We will also:

Extend further choice in rehousing through implementation of an advert & bid lettings system by 2010.

The Housing Advice team Shelter and CAB are completing a protocol from the National Housing Advice Service (NHAS) on information sharing services which will benefit customers and staff.

Use the funding from Communities and Local Government department we will develop a strategy which tackles overcrowding, one of the drivers of homelessness.

### **3.4 Housing Benefit**

The efficiency and accuracy of the housing benefit service is critical in encouraging landlords to let their properties through the deposit scheme and to low income households generally. As of February 2009 ninety households had applied for Discretionary Housing Payment (DHP) and in the region of £13,000 had been committed of a total budget of £28,000.

The introduction of Local Housing Allowance in April 2008 which pays a higher rent level than housing benefit as the allowance is based on an average rent taken from a broad market area. As a result of higher payments the number of requests for DHP has reduced and no requests have come from tenants on local housing allowance

**We will also**

Improve communication between HB and customers as there is some anecdotal evidence that HB delays cause homelessness or hardship

There is also a lack of awareness amongst customers as to how the benefit regulations are interpreted locally. In particular the vulnerability assessment for LHA and overpayment shortfalls

Access to DHP needs to be more widely promoted.

### **3.5 Recession**

Key front line services in the Borough are monitoring the impact of the recession. The council, citizens advice bureau and Shelter all offer debt and welfare advice and have reported a marked upward trend in approaches for assistance. This group, in partnership with the Slough economic task force, will maintain a high level of communication with customers across the Borough through leaflets and websites to ensure they seek advice early

### **3.6 Preventing Homelessness through Mortgage Rescue**

The government has developed a mortgage rescue scheme with the aim of assisting 6000 households across the country to retain their home. Slough is a fast track authority and will be supporting households, who meet the criteria, to retain their homes

### **3.7 Statutory Homelessness**

The main causes of homelessness remain the same as national trends: parental eviction, loss of assured short hold tenancies and violence.

The options approach is already effectively working to prevent homelessness and these numbers are relatively low and have been for some time. The challenge is to maintain this position with appropriate support for customers to make informed choices about their future housing and increase the supply of private sector housing.

Of the 135 households in temporary accommodation and owed the main housing duty almost 10% were also living in overcrowded accommodation. Undertaking research to understand better the extent, causes and impact of overcrowding in all sectors will inform a preventative approach and may lead to improved housing conditions and sustainable tenures.

Twenty two single vulnerable people were accepted as unintentionally homeless representing 15% of all acceptances in the year but only 1% of the total general needs households registered for 1 bedroom accommodation. The narrow majority of these were vulnerable as a result of a combination of mental illness and substance misuse. Long term settled accommodation is a priority for people in this category of vulnerability.

**We need to**

Ensure we get earlier indications of housing need amongst single vulnerable client group in order to prevent homelessness whilst still providing the permanent settled solution the main homelessness duty offers.

Review the suitability of available accommodation and support for people with a chronic and enduring mental illness.

Evaluate the benefit of prioritising existing agreed homeless households for rehousing in advance of an advert and bid scheme which will drive some changes to policy.

Evaluate the benefit of a one offer only option for homeless households under advert and bid with an alternative of a private let to reduce costs and time spent in temporary accommodation.

**3.8 Preventing Homelessness through pre tenancy training and pre eviction policy.**

The number of homelessness approaches applications and evictions from social housing tenants in Slough was zero for the year 2007/8 The level of rent arrears for People 1<sup>st</sup> is around 3 % of the total debit.

The newly formed Slough Social Lettings Forum has agreed to develop a process for providing better support pre tenancy to prospective tenants. It is intended that this will be available to all new tenants of any tenure as well as to staff responsible for housing options , tenancy management and sign ups.

The forum members have also committed to develop a pre eviction protocol and seek to make it relevant for landlords and tenants who have acquired or let their homes through the deposit guarantee scheme as well as all social housing providers and their tenants in the Borough.

**We will develop**

a pre tenancy training programme and pre eviction protocol to reduce homelessness and debt across all rented tenures

**3.9 Preventing Rough Sleeping**

The Council's rough sleeping strategy developed in the mid 1990's has effectively reduced the level of street homelessness in the Borough. Intelligence suggests that on most nights no one is sleeping outside but inevitably on some nights some people will be. The last street count in November 2001 found only one person sleeping outside after midnight.

REAP resettlement agency and Look Ahead Housing and Care hostel are the key providers of services to rough sleepers, along with the housing advice and assessment team in the housing needs section

In winter 2007/8 and 2008/9 Slough has operated a severe weather emergency provision project, bringing bone fide rough sleepers in from the streets when the

temperature dips below freezing. Between November 2008 and February 2009 over 30 people have approached for this service. Although all of these were not rough sleepers, all received advice and assistance to resolve their housing situation.

**We will**

Revise the strategy for tackling rough sleeping with key stakeholders Look Ahead REAP & SHOC

Begin a multi agency project to provide more appropriate short term emergency accommodation with support in severe weather.

**3.10 Preventing Homelessness amongst Young People**

CAB in Slough has estimated that families can lose up to £100 a week when a child ceases to be a dependent and or leaves school. Slough has four housing projects dedicated to young people aged 16 to 30. Access to these hostels is via the council's housing register or direct to the provider.

Since September 2008 all allocations are agreed at a multi agency panel and recorded and monitored through the councils allocations data base. A dedicated young peoples housing worker funded through a government grant and based in the housing needs section is working with the Pathways team to establish a clearer housing pathway for children in care from age 16.

The post holder also works with a range of agencies such as the YOT to provide information advice and support to young people directly or through their key workers with the aim of tackling housing need and homelessness.

Between April 2008 and December 2008 the post holder worked with 365 young people aged between 16 and 22. None of these young people were placed in bed and breakfast, only one approached as homeless and 361 of them are recorded as having the presenting issue resolved.

**We will**

Provide more targeted money advice and information to parents of children of school leaving age.

Develop a joint housing and support policy for care leavers

Seek mainstream funding for the young peoples worker post (to make permanent) for when the CLG grant ends in March 2011

**3.11 Preventing Homelessness and contributing to community safety.**

An aim of the National Offender Management Service is to reduce re-offending by working with offenders to change their behaviour and addressing the issues that may lead them to re-offend. Stable accommodation is the foundation for successful rehabilitation and for ensuring risk is managed efficiently in the community. Accommodation can provide the anchor for a previously chaotic life and act as a springboard for other crucial steps such as getting and keeping a job, and accessing health care or drug treatment.

## **We will**

Work with the police and probation services to establish a protocol which could provide settled accommodation for some offenders including those who are prolific and high risk and contribute to community safety

## **Strategic priority 2 Providing More Homes**

### **4.1 Supply of accommodation**

The overall number of homelessness approaches and level of acceptances has reduced significantly which would indicate that the options approach including the changes to accessing social housing has been effective. The emphasis therefore needs to be on the supply of homes in order to give home seekers a choice of solutions. If we have sufficient homes we can avoid homelessness.

The total affordable (social housing) rented stock in the Borough is in the region of 6,600 council owned homes and 3,600 RSL homes. The single highest level of demand for affordable housing comes from people in need of 1 bedroom property. We have already de-designated over 1700 homes previously targeted for people aged 50 and 60 years of age but no longer suitable or in demand. As these come available to re-let they will impact on that demand.

The current registered demand for housing is in total almost 50% of the overall social housing supply but only around 10% of this supply becomes available for letting in any one year .

### **4.2 New Build and Private Sector**

The anticipated social housing completions in 2009 will be in the region of 199. Since the last strategy in 2003 805 homes have been built . The council has adopted a garage strategy to build homes on disused and abused garage sites and is also intending to re-provide on two of its homeless hostels sites.

Between April 2008 and December 2008, 420 affordable homes were let and 41 part rent part buy completions achieved, including Home Buy

In addition 130 homes were let in the private sector to households who selected the option of the deposit guarantee scheme. There is also a perceived increase in the privately rented stock as a result of the recession.

### **4.3 Social housing and choice**

We are currently developing, with partners and other social housing providers who have a portfolio in the Borough, a single ,universal nominations agreement for current and new build stock to underpin the common assessment approach we intend to introduce with an advert and bid lettings scheme and to increase the supply of homes to those on the register .

Registered home seekers already have a full choice in the selection of their new home and the majority have unlimited offers, however by 2010 we will be introducing an advert and bid scheme with the intention of including private rented , and social housing for rent part rent and buy and intermediate rents.

We also intend to offer a cross boundary mobility scheme in partnership with RSL portfolio holders

**We will**

Develop a range of schemes to attract private landlords to let their properties, in good order through the council

Finalise a nominations agreement with social housing providers to let 100% of their stock through the councils housing register and Allocations scheme.

## **5 Strategic priority 3: Support**

5.1 There are currently three resettlement and support services providing floating support in the Borough. One service is dedicated to families one to single people and one based in People 1<sup>st</sup> offers a service to people aged 60 years or over. They are funded in part or whole by Supporting People, the Housing Revenue Account and General Fund. All are focused on working with clients to sustain their tenancies and achieve the Supporting People programme outcomes.

5.2 There are a number of other support services such as T2 working with people with drugs issues, CASCADE for people with alcohol issues and the police have a mentoring officer for persistent prolific offenders, care leavers these are client and issue specific and are not funded to provide housing related support

**We need to**

Improve support for older people relinquishing family homes to move to smaller accommodation.

Review services to establish value for money, what capacity they have singly and collectively and if they are achieving the councils and Supporting People strategic outcomes cost effectively.

## **6. Conclusion**

Homelessness is not just a housing issue. It arises as a result of often predictable circumstances and can be resolved ,sustainably by a multi skilled approach which keeps the households needs at the centre and applies a range of appropriate skills and resources in a planned way.

For this strategy and action plan to be effective it requires the support, commitment and involvement of the councils strategic management team and the other agencies listed below to regularly monitor and review its progress and the value for money it seeks to achieve in its preventative approach.

The following signatories support this strategy

Slough Borough Council Chief Executive

Strategic Director for Green and Built Environment

Strategic Director for Community and Wellbeing

Slough Homelessness Strategy Consultation draft Apr 09

Strategic Director for Children's services

Shelter Thames Valley

Citizens Advice Bureau Slough.

## **Appendices**

Action Plan

Slough Homelessness Conference July 2008 – workshop outcomes

## **List of Associated Documents**

South East England Regional Housing Board - report Homelessness in the South East 2007

Slough Supporting People Strategy 2005- 2010

Slough Housing Strategy 2005-2010

Slough Sustainable Community Strategy

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## Slough BC: Homelessness Strategy Implementation Plan 2008 -2011 – Consultation Draft

### Strategic Priority 1: Preventing Homelessness

Task no	outcome	Methods	Target date	Measure	Performance to date	Lead officer/ resources
1	Introduce advert and bid lettings system	Follow CLG guide lines Set up RSL/partner project group	2010	Commission IT system compatible with existing	Scheme is suitable for advert & bid. Common assessment approach agreed	Housing Needs Manager
2.	Develop overcrowding strategy	Second staff to research strategy and implementation plan	Sept 09	Implementation plan in place Reduced overcrowding/ parental evictions		Housing Policy Advisor
3	Maintain or reduce current annual level of homelessness approaches and acceptances	Continue with housing options interviews and explore new initiatives  Target overcrowded households and 2 <sup>nd</sup> families living with parent	Less than 100 acceptances per annum by April 2009	Number of homelessness acceptances maintained 100 or less	2008/9 Projection of 80 acceptances and 210 approaches ,80 subject to recession impact	Housing Assessment Manager
4	Develop information sharing protocol with CMHT	Link NHS and SBC protocols	Sept 09	Earlier notification of housing need of client grp to avert crisis  Reduced homelessness from this client group		Head of mental health services /Housing Needs Manager
5	Review rough sleeping strategy.  Develop winter shelter resource	Joint working with SHOC& Look Ahead	November 2009	Reduction in ASB and crime  Improved access to short and long term accommodation	Less than 10 on streets at any one time	Head of drugs & community safety /Hsg needs mngr
6.	Establish safe housing of high risk or prolific offenders	Develop a multi agency protocol	Sept 09	Reduction in number of PPO's All MAPPA subject with an agreed housing plan	Assessed on ad hoc basis Work in progress with IOM community safety DAT and probation	Housing Needs Manager /Snr Probation officer
7	An accessible and transparent HB service	Improved information to customers, their support workers and potential		Changed perception of the service		Head of Benefits

Task no	outcome	Methods	Target date	Measure	Performance to date	Lead officer/ resources
		customers. Regular attendance and contribution at forums such as landlord, RSL and homelessness Early notification to housing providers of households with dependents or vulnerable whose HB has been suspended				
8	Establish joint working approach with other key debt and advice agencies	Develop NHAS joint working agreement protocol with CAB & Shelter	June 2009	All hsg and involved agency staff trained on process Improved access to client information better joint service	Final draft completed March 2009	Shelter, CAB, hsg needs.
9	Reduce evictions and debt across all tenures	Pre eviction protocol, pre tenancy training. Increase access points to debt counselling services. Maximise household income with non dependents		Reduced number of suspended Possession Orders and evictions from social housing and DGS properties  Debt services available at key town locations. Families better able to keep non dependents through a recession		Lettings Manager /Policy advisor  Head of Customer Services  CEO of CAB & Advice & Resettlement Manager
10	Provide money advice to parent with children of school leaving age					Housing Advice & Resettlement Mgr, CAB
	Review options of choice for homeless households under advert and bid and evaluate prioritising existing agreed homeless households	Identify trends and impact assessment apply	May 09	Reduce numbers in TA Reduced time spent in TA Reduced homelessness	113 agreed households on housing register	Hsg needs mngr

<b>Task no</b>	<b>outcome</b>	<b>Methods</b>	<b>Target date</b>	<b>Measure</b>	<b>Performance to date</b>	<b>Lead officer/ resources</b>
	in advance of the new scheme					

## Strategic Priority 2; Providing More Homes

Task no	Outcome	Methods	Target date	Measure	Performance to date	Lead officers/ resources
11	Ensure future developments meet projected demand	Develop a 5 year development plan	Sept 09	Adopted by cabinet	Development agreed site by site	Housing Strategy Manager/ Head of Planning Head of Economic Development
12	Reduce number of under occupied affordable homes	Overcrowding strategy to review current TIS scheme	Mar 2010	Increase in supply of existing family homes.  Reduced numbers in Temp Accom	19 released 2008/9	Housing Assessment Manager /Housing Initiatives Officer
13	Let more good quality well managed private rented sector homes	Develop PSL /HALS schemes with accredited landlords	Sept 09	Increased supply of good condition local homes  Reduced numbers in Temp Accom	160 a year	Lettings manager Private Sector Manager
14	100% nominations to all social housing in Borough	A single universal nominations agreement across all social housing providers with a portfolio in the Borough	Dec 09	All affordable homes let through the hsg register	TVHA already signed up Others agreeable with some exceptions ie mobility etc	Housing Needs Manager
15	Re- develop existing hostel sites	Build new permanent general needs homes on Laurels site Tender future use of Rochfords	Mar 2010	Reduced numbers in Temp Accom Zero homeless in shared facility housing	31 units of shared temp accomm	Housing Strategy Manager
16	Meet with private landlords at least twice a year	Landlord forum	Twice a year commencing Sept 2009	Improved housing and management standards Better working relations with public & private providers	One open evening in 2008 held	Housing Managers, Housing Benefit managers.
17	Secure mainstream funding for DGS	Key priority bidding process	March 2011	Reduced homelessness and Temp Accom	Securing 160 homes a year in private sector	Housing needs mngr

Task no	Outcome	Methods	Target date	Measure	Performance to date	Lead officers/ resources
	manager			residents		
18	Develop an empty homes strategy	Incentives/ enforcement to bring into use				Private sector manager RSL partner
19	Develop process for accessing hard to let affordable homes in RSI portfolios	RSI forum to develop scheme and procedure for identifying hard to lets and matching clients	Mar 10	Number of lets and reduced homelessness and TA use	No scheme exists yet	Housing policy advisor

### Strategic Priority 3 Providing Support

Task no	Outcome	Methods	Target date	Measure	Performance to date	Lead officers/ resources
19	Ensure value for money singly and collectively of existing resettlement and support services	Review current extent of demand and capacity and appropriateness		Centralised value for money generic support service meeting council and SP strategic outcomes	No reviews undertaken of all three services	Supporting people manager
20	All prospective social housing tenants and DGS tenants to have option of pre tenancy training	Information packs group training dates 121s	Mar 2010	Model agreed by RSL forum	There is no pre tenancy training in any tenure	Housing policy advisor
21	Improve approval and sign up process for SBC and those of RSLs Harmonise the processes	New approval forms Sign up training for all relevant staff	April 09	Reduced refusals	There is no training to SBC staff	Lettings Manager JJL People1st
22	Develop a joint process for the housing and support of care leavers	Agree and train on a new protocol	March 2010	Reduced homelessness amongst former relevant children	There is no effective, formal process	Team Mgr Education & Childrens Services ,Advice & Resettlement Manager

## Developing the Strategy: Monitoring and Review

Task no	Outcome	Methods	Target date	Measure	Performance to date	Lead officers/ resources
23	Corporate adoption of the strategy	Cabinet report seeking approval	April 2009	Cabinet approval		Assistant director of housing
24	Regular agenda item on housing and neighbourhood scrutiny committee	Monitoring outcomes and impact on other corporate strategies	Sept 09			AD hsg
25	Adoption by all relevant strategic directors	Presented to staff teams and roles and responsibilities highlighted and monitored through team and 121 meetings	Sept 09	Children adult and education services willingly contributing to strategy both operationally and strategically	No current corporate input	Strategic directors of education and children's services and Adult social services
26	Establish a homelessness forum	Multi agency and representative meeting quarterly	Commenced July 2008	Terms of reference. Minutes. Information and data sharing informing the strategy	T of R agreed Quarterly meetings agreed	Housing Needs Manager Shelter Thames Valley Mgr

Appendix 3b lettings; where vacancies occurred

BED SIZE	Older peoples property				General needs property						
	1 sheltered /extra care	2 sheltered /extra care	1/ studio 50+	1/ studio 60+	studio	1bed	2 bed	3 bed	4 bed	5 bed	Total
BRITWELL	1	0	2	2	17	9	20	13	0	1	
LOWER BRITWELL	0	0	0	2	1	6	3	2	0	1	
BEECHWOOD	0	0	0	0	0	2	6	0	1	0	
LANGLEY EAST	1	0	6	12	0	10	15	5	0	0	
LANGLEY WEST	0	0	3	8	10	22	16	12	0	0	
LANGLEY MEADS	0	0	0	1	0	6	0	2	0	0	
TOWN CENTRE	0	0	8	9	1	22	37	1	0	0	
MANOR PARK	0	0	1	1	0	5	6	11	1	0	
STOKE/BAYLIS	36	3	0	6	2	11	9	17	1	0	
CIPPENHAM	0	0	11	20	2	19	35	29	11	3	
CHALVEY	0	0	1	2	3	12	9	3	1	0	
NORTHBOROUGH	0	0	1	4	2	7	7	6	0	0	
WEXHAM	0	0	0	4	0	1	9	10	3	0	
UPTON LEA	0	0	0	1	0	3	3	3	0	0	
COLNBROOK	0	0	0	0	0	0	1	1	0	0	
PRIORY/HAYMILL	0	0	1	4	0	0	17	2	0	0	
TOTAL	38	3	34	76	38	135	193	117	18	5	657

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Appendix B : Housing Demand March 2008 and March 2009

Ethnicity and bed size

	Ethnicity									
	2008	2009	2008	2009	2008	2009	2008	2009	2008	2009
Bedsize	White	White	African	African	Asian	Asian	Other	Other	unknown	unknown
1bed	967	1309	268	339	465	577	103	134	29	34
2bed	685	773	136	191	366	410	51	62	16	18
3bed	351	397	161	164	380	384	54	45	12	14
4bed	38	65	27	37	54	79	7	6	1	3
5bed	17	14	34	35	44	48	6	6	2	3
<b>Total</b>	2058	2558	626	766	1309	1498	221	253	60	72

2008=4,274 2009 =5147

Need and bed size

	2008	2009	2008	2009	2008	2009	2008	2009
Bedsize	Band A	Band A	Band B	Band B	Band C	Band C	Band D	Band D
1bed	71	82	1060	1310	342	515	359	488
2bed	27	29	563	554	434	586	230	283
3bed	11	14	548	543	295	320	104	127
4bed	0	4	91	128	24	37	11	21
5bed	0	3	82	79	10	11	10	13
<b>Total</b>	109	132	2344	2614	1105	1469	714	932

2008 = 4272. 2009 = 5147

	1bed	2bed	3bed	4bed	5bed	total
<b>2008</b>	1832	1254	958	127	103	4274
<b>2009</b>	2395	1452	1004	190	106	5147
Increase	+563	+198	+46	+63	+3	873



**APPENDIX C**

Housing Demand by Ethnicity

	Ethnicity											total	
Bedroom size	African	Black other	Pakistani	Indian	Asian other	Sikh	White Uk	White other	Other	East European	Mixed	Refused/unknown	
1bed	325	14	334	122	115	6	1098	60	26	153	108	34	2395
2bed	183	8	267	70	68	3	488	63	14	222	48	18	1452
3bed	155	9	272	48	59	5	269	39	22	89	23	14	1004
4 bed	37	0	59	7	13		52	3	3	10	3	3	190
5bed	33	2	42	0	6		12	0	2	2	4	3	106
Total	733	33	974	247	261	14	1919	165	67	476	186	72	5147

Housing Demand by Band Reason and Ethnicity

	Ethnicity											total	
Band	African	Black other	Pakistani	Indian	Asian other	Sikh	White Uk	White other	Other	East European	Mixed	Refused/unknown	
A	9	0	8	8	6	0	85	5	2		3	2	128
B	358	19	612	124	148	4	882	67	29	226	110	35	2614
C	239	6	224	61	103	2	491	70	27	184	47	19	1473
D	108	8	130	54	33	8	460	23	9	56	26	17	932
Total	714	33	974	247	290	14	1918	165	67	466	186	73	5147

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Lettings: All social housing lettings by housing need (Band) and bedroom size 209 -2009

	BAND				
<b>Property size let</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
<b>Extra care</b>					
1 bedroom	9	11	3	15	38
2 bedroom	2	0	0	1	3
<b>Older persons</b>					
Bedsit/1bed for over 50's	5	16	13	0	34
Bedsit/1bed for 60's	29	27	20	0	76
<b>General needs</b>					
Bedsit /1bed	38	93	42	0	173
2	21	116	56	0	193
3	23	65	29	0	117
4	3	11	4	0	18
5	1	4	0	0	5
<b>TOTAL</b>	<b>131</b>	<b>343</b>	<b>167</b>	<b>16</b>	<b>657</b>

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bearing the financial cost of constructing the houses and related ancillary works. The Council will retain nomination rights and thus exercise some control over the tenants of the new houses. A2 are providing the sum of £20,000 towards new play area equipment, with another £20,000 being provided by the Council. The maintenance of the play area will be the responsibility of A2 for a period of ten years thereby saving the Council the cost of maintenance. After ten years the responsibility for maintenance will revert to the Council.

(b) Risk Management

There is a low level risk.

(c) Human Rights Act and other Legal Implications

Land which is registered as a village green restricts the development potential/use of the land although the de-registration of village greens is now possible under the Commons Act 2006.

There are no Human Rights Act or other Legal Implications.

(d) Workforce

There are no workforce implications.

5. **Background/Supporting Information**

5.1 The Council transferred the Land to A2 on the 6<sup>th</sup> August 2009.

5.2 Planning Permission has been granted to A2 for the demolition of existing garages and the erection of seven three bedroomed houses with parking. The development involves a reduction in size of the play area. The sale contract and transfer impose an obligation on A2 to construct the play area and pay £20,000 towards the play equipment.

5.3 On the 18<sup>th</sup> August 2009 the Council as Registration Authority received an application for the registration of the Land as a Town or Village Green. The application was made under Section 15(1) of the Commons Act 2006 and in accordance with the Commons (Registration of Town or Village Greens)(Interim Arrangements)(England) Regulations 2007.

5.4 As required by the Regulations referred to in paragraph 5.3 above the Council acting as the Registration Authority has published notice of the application. The Registration Authority is required to allow at least six weeks for the receipt of objections or other representations. The last date for making such representations is 23<sup>rd</sup> October 2009.

5.5 There are various factors required to be satisfied for an area to be registered as a village green and on the face of the application, some of the factors are satisfied. However, one of the factors is that the Land must have been used for sports and pastimes "as of right", or without the overt permission, of the landowner for at least the twenty years immediately preceding the application.

- 5.6 The Council was the landowner until the 6<sup>th</sup> August 2009 and it is considered that the Authority should would object to the application on the basis that the use was not “as of right” and any other factors that might arise as a result of officers’ enquiries into the history of the Land.
- 5.7 It appears from initial research that the Land has been used as a play area since the construction of the Britwell Estate during the late 1950s/early 1960s. The Council has always cut the grass and maintained the play equipment. The play equipment was removed some eighteen months ago as it was no longer fit for purpose. Furthermore two leases for this area have been granted for the play area. The first lease was granted by The London County Council (the predecessors in title to the Council) to Burnham Parish Council for a term of 21 years expiring on the 24<sup>th</sup> March 1984. The second lease was granted by the Council to Britwell Parish Council for a term of 21 years expiring on the 24<sup>th</sup> March 2005 .
- 5.8 The fact that the second lease was granted would seem to indicate that the Land was used as a play area with the permission of the Council until 24<sup>th</sup> March 2005 thereby rebutting the claim the Land was used “as of right”.
- 5.9 In light of the above it is recommended the Council should register an objection to the application on the grounds set out in paragraphs 5.7 and 5.8 and any other reasons that may arise as a result of further enquiries of the officers.

## 6. **Comments of Other Committees**

This matter was considered by the Planning Committee on the 17<sup>th</sup> March 2009. The Committee debated this matter at some length because of the proposal to reduce the size of the play area. In the event, because new play equipment was to be provided, along with the much needed social housing, the Committee resolved to delegate the matter to HPSP to agree minor amendments to the application and planning permission has subsequently been granted.

## 7. **Conclusion**

This development is desirable because of the seven new family homes to be offered to people on the Council’s waiting list and because of the revamped play area which will provide children with a more pleasant and safer area in which to play. It is not considered that the play area qualifies for village green status.

## 8. **Appendices Attached**

“1” Plan showing the land edged in red.

“2” Minutes of the Planning Committee of 17<sup>th</sup> March 2009.

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## Upper Lees Road Garage Compound and Play Area



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## **Planning Committee – Meeting held on Tuesday, 17th March, 2009.**

**Present:-** Councillors Dodds (Chair), A S Dhaliwal (arrived 6.35 p.m.), Finn (until 7.36 p.m.), Maclsaac, Pantelic, Plimmer and Swindlehurst.

**Apologies for Absence:-** Councillors Dale-Gough and Rasib.

### **PART I**

#### **69. Declarations of Interest**

Councillors Plimmer and Maclsaac advised in relation to planning application P/14156/001 - 21, Downs Road, Slough, that he had met the objector in attendance but he was not a personal friend and he would approach the application with an open mind. Councillor Swindlehurst advised in relation to application P/14520/000 - 24, Courtlands Avenue, that he had met the officer who worked in the Housing section but he would approach the application with an open mind.

#### **70. Minutes of the Last Meeting**

The minutes of the last meeting held on 18<sup>th</sup> February 2009 were approved as a correct record.

#### **71. Planning Applications**

Oral representations were made to the Committee by objectors and applicants or their agents under the Public Participation Scheme prior to the planning applications being considered by the Committee as follows:-

P/14368/001 – Land adjacent and r/o, 14, Upper Lees Road, Slough – An objector to the scheme and the applicant's agent addressed the Committee.

P/14156/001 – 21, Downs Road, Slough – Two objectors to the scheme and the applicant's representative addressed the Committee.

With the agreement of the Chair the order of business was varied to ensure that applications where objectors / applicants and/or local Members had indicated a wish to address the Committee were taken first.

Details were tabled in the amendment sheet of alterations and amendments received to applications since the agenda was circulated, together with further representations and/or petitions received.

**Resolved** – That the following decisions be taken in respect of the planning applications set out below, subject to the information, including conditions and informatives set out in the report of the Head of Planning and Strategic Policy and the amendment sheet circulated at the meeting, and subject to any further

## Planning Committee - 17.03.09

amendments and conditions agreed by the Committee as indicated below.

<b>Application No</b>	<b>Proposed Development</b>	<b>Decision</b>
P/14368/001	Land adj: & r/o, 14, Upper Lees Road, Slough: Demolition of existing garages and the erection of 7 no. three-bedroom dwellings, with parking.  (Cllr Finn left the meeting at 7.26 p.m.)	Delegated to HPSP to agree minor amendments to the application
P/14156/001	21, Downs Road, Slough: Demolish existing residential bungalow and construct two 4 bedroom semi-detached dwellings with hipped roof and integral garage.	Delegated to HPSP to verify site dimensions, negotiate any changes to the scheme to ensure adequate set back from the boundaries with neighbouring properties, negotiate a more appropriate building line in relation to neighbouring properties, and finalise conditions and determination.
S/00643/001	Land r/o, 42-46, Monksfield Way, Slough: Demolition of existing garage to construct a two storey detached pitch roof single dwelling incorporating 3 no bedrooms.	Approved subject to conditions.
P/05597/010	10, Stoke Gardens, Slough: variation of condition 2 of planning permission reference P/05597/009 dated 20/03/07 to alter front and side elevations: Variation of condition 2 of planning permission reference P/05597/009 dated 20/03/07 to alter front and side elevations.	Approved subject to conditions

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P/05597/011	10, Stoke Gardens, Slough: Amendments to scheme approved under planning permission reference p/05597/009 dated 20/03/07 for the addition of a meeting room at 4th floor level and change of use of caretakers apartment to serviced apartment.	Approved subject to conditions
P/00362/063	(Former Co-Op Superstore), 78, Uxbridge Road, Slough: Demolition of existing structure and construction of a new superstore with alterations to existing access, car parking and landscaping (outline).	Delegated to HPSP for S106
P/00362/065	(Former Co-Op Superstore), 78, Uxbridge Road, Slough: Demolition of existing structure and erection of a new food superstore with associated access arrangements, car parking and landscaping.	Delegated to HPSP for S106
P/09881/003	Blackthorne Trading Estate, Blackthorne Crescent, Colnbrook: Demolition of existing industrial buildings and redevelopment to provide a single industrial building of classes b1 (c)/b2/b8 use (light industrial/general industrial/storage and distribution) with ancillary offices, servicing areas, car parking, refuse storage and landscaping.	Delegated to HPSP for resolution of the Environment Agency matter (groundwater contamination); for detailed wording of the conditions to be prepared and finalisation of S106 Agreement prior to the 13 week deadline, subject to the condition that the application should be refused, if not satisfactorily resolved prior to the deadline. In the event that the application is approved, that authority be delegated to HPSP and the Borough Secretary and Solicitor to agree any subsequent minor amendments to the

## Planning Committee - 17.03.09

development and the legal agreement.

P/14520/000      24, Courtlands Avenue, Slough: Construction of single storey rear extension with mono-pitched roof, front porch extensions with dual pitched roof and replacement garage with dual pitched roof.      Approved subject to conditions

### 72. Planning Appeal Decisions

Committee Members noted the receipt of various planning appeal decisions.

**Resolved** - That the report be noted.

### 73. Authorised Enforcements and Prosecutions

Committee Members noted the status of various ongoing enforcement and prosecution cases.

**Resolved** – That the report be noted.

### 74. Exclusion of the Press and Public

**Resolved** – That the press and public be excluded from the meeting during the consideration of items 16 and 17, in part II of the agenda as they involved:

- (a) Rowan Way Garages, Slough – The likely disclosure of exempt information which would be likely to reveal the identity of an individual and information in respect of which a claim to legal privilege could be maintained in legal proceedings as defined within paragraphs, 2, and 5 of part I, Schedule 12A to the Local Government Act 1972, and information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime, as defined within paragraph 7 of Part I, Schedule 12A to the Local Government Act 1972 (as amended).
- (b) Land at 52 Northern Road, Slough – The likely disclosure of exempt information which could likely reveal the identity of an individual, and information in respect of which a claim to legal privilege could be maintained in legal proceedings, as defined within paragraphs, 2, and 5

## Planning Committee - 17.03.09

of part I, Schedule 12A to the Local Government Act 1972 (as amended).

### PART II

(The following is a summary of the matters considered in Part II of the meeting).

#### 75. Rowan Way Garages, Slough

The Committee considered a report relating to garages 25-50, East Block 1 and 2, at Rowan Way Garages.

**Resolved** - That the recommended action be approved.

#### 76. Land at 52 Northern Road, Slough

The Committee considered a report in respect of land at 52 Northern Road, Slough.

**Resolved** - That the recommended action be approved.

Chair

(Note: The Meeting opened at 6.32 p.m. and closed at 8.40 p.m.)

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## 5 **Supporting Information**

### Council's Constitution

- 5.1 The Council's Contract Procedure Rules require Strategic Directors to submit a list of any contracts of an estimated value over £250,000 that are proposed to be let in the coming financial year.

### Officer Delegations

- 5.2 Subject to consultation with the Strategic Director of Resources in respect of the acceptance of any tender exceeding £100,000, Directors are authorised to make all decisions on the approval of the select lists of tenderers, the invitation, evaluation and acceptance of quotations and tenders and entering into contracts or agreements for the supply of goods, equipments, materials or services subject to:-
- (a) the intention to tender or enter into a contract of a value exceeding £250,000 having been previously reported and approved by the Cabinet or the appropriate Committee of the Council.
  - (b) Exemptions to competitive tendering being reported for information to the Cabinet or appropriate Committee of the Council (half yearly).
  - (c) Any special requirements or directions given by the Council, its Committees or the Cabinet.
- 5.3 Any amendments/additions to the list have to be reported to the Cabinet as they arise and this will be done as necessary in the course of the 2009/10 financial year. The Contracts listed at Appendix A are additional contracts that were not included in the list submitted to Cabinet on 20<sup>th</sup> April 2008.

## 6 **Conclusion**

The cabinet is requested to resolve that the list of contracts attached at Appendix A be endorsed.

## 7 **Appendices Attached**

'A' - List of Contracts in excess of £250,000 (for Green & Built Environment Directorate) which are additional to those listed in the Cabinet report dated 20<sup>th</sup> April 2008.

## 8 **Background Papers**

- '1' - the Council's Constitution
- '2' - Capital and Revenue Programme

**CONTRACTS TO BE LET IN 2009/10 IN EXCESS OF £250,000 (GREEN & BUILT ENVIRONMENT DIRECTORATE)**

1. Contract for a Bus Service (Cippenham Phase III).
2. Borough wide Highway Resurfacing Contract.
3. Contract for Highway Works relating to the “Safer Routes to School” scheme (Long Readings Lane/Beechwood School).

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## **5. Supporting Information**

5.1 The Forward Plan, which is updated each month on a rolling basis, sets out:

- A short description of matters under consideration and when key decisions are expected to be taken
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- How and when the decision maker intends to involve local stakeholders in the decision making process.

5.2 The Forward Plan contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

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

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Forward Plan and these provisions and necessary actions are detailed in paragraphs 14 and 15 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's forward plan would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

## **6. Appendices**

'A' - Executive Forward Plan

## **7. Background Papers**

'1' -Council Constitution

**CABINET - Tuesday, 22nd September, 2009**

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Financial Reporting for 2009/10</u></p> <p>To present report to Cabinet including information on:</p> <ul style="list-style-type: none"> <li>• BVPIs and LAA targets</li> <li>• Balance scorecard</li> <li>• GF position</li> <li>• GF balances</li> <li>• Delivery against efficiency agenda</li> <li>• HRA</li> <li>• Summary reports - 3 directorates</li> <li>• Other budgets/&amp; contingencies/reserves</li> <li>• High risks expenditure/ income</li> <li>• Virements to date</li> <li>• Grants</li> <li>• Trading accounts</li> <li>• Debt recovery</li> <li>• Update on financial systems</li> </ul>	F&S P&A	All;	All	Roger Parkin, Director of Improvement & Development Tel: (01753) 875300, Tel: (01753) 875207		Overview & Scrutiny Committee 03/09/2009	None.	
<p><u>Publication version of the Site Allocations Development Plan Document and Supporting Proposals Map</u></p> <p>To approve Draft Site Allocation Development Plan Document and Proposals Map for public consultation and Submission to the Secretary of State for Approval</p>	N&R	All;	All	Paul Stimpson, Head of Planning Policy & Projects Tel: (01753) 875820	Borough wide consultation with local residents, parish councils, interest groups and other stakeholders.	Planning Committee 08/09/2009	Cabinet Report and Minutes 20th April 2009	

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Item	Portfolio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><b><u>Scambusters Report</u></b></p> <p>To seek approval for the necessary authorisation of officers of the Trading Standards South East [TSSE] Scambusters Project Team to exercise statutory powers to assist SBC Trading Standards Officers on complex cases involving consumer frauds and scams where resources are limited.</p>	C&L	All;	Being safe, feeling safe	Keith Eaglestone, Trading Standards Manager Tel: 01753 875260			None.	√
<p><u>IT Resilience and Business Continuity</u></p> <p>To provide an update to Cabinet on possible alternative solutions for a high quality IT facility in the Borough.</p>	P&A	All;	All	Andrew Blake-Herbert, Strategic Director of Resources Tel: (01753) 875300			None.	
<p><u>Staff Travel Plan</u></p> <p>To seek Cabinet endorsement of the Staff travel Plan.</p>	N&R	All;	A cleaner, greener place to live, work and play.	Gillian Ralphs, Assistant Director, Transport and Planning Tel: (01753) 875081			None.	√
<p><u>Contract in Excess of £250,000</u></p> <p>To advise Cabinet of the contracts of a value of over £250,000 that are proposed to be let in 2009/10 financial year that were not included in the Report to Cabinet on 20<sup>th</sup> April 2008.</p>	F&S	All	All	Gillian Ralphs, Assistant Director, Transport and Planning Tel: (01753) 875081			None.	√

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**CABINET - Tuesday, 22nd September, 2009**

<b>Item</b>	<b>Port- folio</b>	<b>Ward</b>	<b>Priority</b>	<b>Contact Officer</b>	<b>Consultation &amp; Participation</b>	<b>Other Committee</b>	<b>Background Documents</b>	<b>New Item</b>
<u>Housing Needs Activity Report and Homelessness Strategy</u>  To advise Members of the work of the housing needs section and to present to Cabinet the Lettings Plan and Homelessness Strategy for approval.	N&R	All;	Adding years to life and life to years	Anne Bateman, Housing Needs Manager Tel: 01753 875408		Neighbourhoods and Renewal Scrutiny Panel 01/09/2009	None.	
<u>Disposal of Longcroft - Langley Road, Slough</u>  To present a report to Cabinet seeking approval for the disposal of Longcroft.	N&R	Kedermister;	Adding years to life and life to years	Mike Coles, Valuer (Asset Management) Tel: (01753) 875852			None.	
<u>Termination of Occupation at Elliman Avenue</u>  To request Cabinet approval for the termination of the occupation of the property and the proposal that it be used by a voluntary group.	N&R	Central;	Adding years to life and life to years;	Michael Condon, Head of Asset Management Tel: (01753) 477277			None.	
<u>Libraries Strategic Review</u>  To present findings and recommendations of a strategic review of Slough's library service.	C&L	All;	Prosperity for all	Andrew Stevens, Assistant Director For Learning & Cultural Engagement Tel: 01753 875753		Community Leisure and Environment Scrutiny Panel 15/09/2009	None.	

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**CABINET - Tuesday, 22nd September, 2009**

<b>Item</b>	<b>Port- folio</b>	<b>Ward</b>	<b>Priority</b>	<b>Contact Officer</b>	<b>Consultation &amp; Participation</b>	<b>Other Committee</b>	<b>Background Documents</b>	<b>New Item</b>
<p><u>Community School Refurbishment</u></p> <p>To present to Cabinet a report on the costs and specifications of the refurbishment of the former Lea Infant and Junior Schools.</p>	E&C	All;	Prosperity for all	Clair Pyper, Strategic Director of Education and Children's Services, SBC, Tony Madden, School Organisation Advisor Tel: (01753) 875704, Tel: (01753) 875739			None.	
<p><u>References from Overview and Scrutiny</u></p> <p>To present Recommendations to Cabinet by the Overview and Scrutiny Committee and Scrutiny Panels.</p>	F&S	All;	All	Kevin Barrett, Democratic Services Manager Tel: (01753) 875014			None.	
<p><u>Executive Forward Plan</u></p> <p>To provide Cabinet with an update of the Forward Plan.</p>	<i>F&amp;S</i>	<i>All;</i>	<i>All</i>	<i>Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011</i>			<i>Slough Borough Councils Constitution</i>	

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## CABINET - Monday, 19th October, 2009

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Financial reporting 2009/10</u></p> <p>To present a report to Cabinet with information on:</p> <ul style="list-style-type: none"> <li>• Performance Indicators</li> <li>• GF position</li> <li>• GF balances</li> <li>• Capital expenditure</li> <li>• Prudential borrowing, lending &amp; Investments</li> <li>• Summary reports - 3 directorates</li> <li>• High risks expenditure/ income</li> <li>• Virements to date</li> <li>• Employee / agency</li> <li>• Balance scorecard</li> <li>• BV PIs and LAA targets</li> </ul>	F&S P&A	All	All	Roger Parkin, Director of Improvement & Development Tel: (01753) 875207			None.	
<p><u>Shared Services Update</u></p> <p>To update Cabinet on progress on the Shared Services Programme and to seek Cabinet approval to set up an independent company to be controlled by the three partner authorities.</p>	F&S	All	All	Roger Parkin, Director of Improvement & Development Tel: (01753) 875207			None.	

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Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<u>References from Overview and Scrutiny</u>  To present Recommendations to Cabinet by the Overview and Scrutiny Committee and Scrutiny Panels.	F&S	All	All	Kevin Barrett, Democratic Services Manager Tel: (01753) 875014			None.	
<u>Executive Forward Plan</u>  <i>To provide Cabinet with an update of the forward Plan.</i>	<i>F&amp;S</i>	<i>All</i>	<i>All</i>	<i>Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011</i>			<i>Slough Borough Council's Constitution</i>	

## CABINET - Monday, 7th December, 2009

Item	Port- folio	Ward	Priority	Contact Officer	Consultation & Participation	Other Committee	Background Documents	New Item
<p><u>Performance and Financial Reporting 2009/10</u></p> <p>To present a report to Cabinet with information on:</p> <ul style="list-style-type: none"> <li>• Service Performance</li> <li>• GF position</li> <li>• GF balances</li> <li>• High risks expenditure/ income</li> <li>• Virements to date</li> <li>• Grants</li> <li>• Update on financial systems</li> <li>• Debt recovery</li> <li>• Trading accounts</li> <li>• Summary reports - 3 directorates</li> </ul>	F&S, P&A	All;	All	Roger Parkin, Director of Improvement & Development Tel: (01753) 875207		Overview & Scrutiny Committee 19/11/2009	None.	√
<p><u>References from Overview and Scrutiny</u></p> <p>To present recommendations to Cabinet from the Overview &amp; Scrutiny Committee.</p>	F&S	All;	All	Kevin Barrett, Democratic Services Manager Tel: (01753) 875014			None.	√
<p><b><u>Revenue Budget Strategy 2010/11 and Future Years</u></b></p> <p><b>This paper sets out the latest assessment of the Council's budget projection for 2010/11 &amp; future years.</b></p>	F&S	All	All	<b>Annal Nayyar, Deputy Director of Finance Tel.: 01753 477228</b>			None.	√
<p><u>Executive Forward Plan</u></p> <p>To provide Cabinet with an update of the Executive Forward Plan.</p>	F&S	All;	All	Catherine Meek, Deputy Borough Secretary Tel: (01753) 875011			Slough Borough Council's Constitution	√

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

**AGENDA ITEM 16**

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