

Slough
BOROUGH COUNCIL

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Budget Book 2004-2005

Capital Estimates 2004-2005 to 2008-2009

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Capital Estimates begins on page 85.

Paul Janik
Independent Councillor for Britwell
Friday, 26 March 2004

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SLOUGH BOROUGH COUNCIL

BUDGET BOOK 2004-2005

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A VISION FOR SLOUGH

Our Vision :

A 21st Century Council focused on excellence. We are committed to:

- People* -to improve the quality of life for the people of Slough
- Place* -to make the town a better place to live, work, learn and visit
- Prosperity* - to increase the prosperity for all

Shared Values:

The Council's values are the test of everything we do and are shared with our Partners in Slough Focus:

Community participation

- Encourage local people to participate in all aspects of the town's life

Equality of Opportunity and celebrating diversity

- Challenge and overcome all forms of discrimination, promoting equality of opportunity for all
- Celebrate the strength of our diverse communities

Sustainable and healthy environments

- Create a sustainable future for the town, balancing the physical and social needs of all communities

Social Justice

- Combat poverty and exclusion to ensure everyone can develop to their fullest potential

Sharing and building prosperity for all

- Ensure Slough's residents can all enjoy economic prosperity providing the right skills and making opportunities for everyone

Our Aims and Objectives:

The full aims and high level objectives for People, Place and Prosperity are developed as part of the Community Strategy and published in the Best Value Performance Plan.

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SLOUGH BOROUGH COUNCIL

Budget Summary 2004/05

		Actual 2002/03 £ 000	Cabinet Approved 2003/04 £ 000	Amended Budget 2003/04 £ 000	Projected Out-turn 2003/04 £ 000	Base Budget 2004/05 £ 000
Service Departments						
	Learning and Cultural Services	82,677	85,883	85,464	85,943	91,115
	Social Services	29,123	29,302	29,340	30,040	34,730
	Housing and Neighbourhood Services	13,492	15,369	15,860	16,170	17,336
	Legal, Democratic and Development	10,799	10,047	10,209	10,304	10,713
	Chief Executive	2,448	2,258	2,268	2,305	2,415
	Human Resources	(65)	(2)	(4)	23	0
1	Assistant Chief Executive	49	593	692	698	671
	Finance Services	(163)	433	571	571	368
Total - Services Departments		138,360	143,883	144,400	146,054	157,348
Levies						
	Royal Berkshire Fire Authority	2,974	3,275	3,275	3,275	0
	Environment Agency -Flood relief	563	590	590	590	66
	Magistrates Courts	124	150	150	150	144
Total Levies		3,661	4,015	4,015	4,015	210
Treasury Management		(17,255)	(13,478)	(13,478)	(13,830)	(16,241)
	Earmarked contingencies and other balances	(1,996)	2,910	2,393	1,063	4,224
	Transfer to/ (from) balances	2,065	2,826	2,826	2,854	756
Budget Requirement excluding Parishes		124,835	140,156	140,156	140,156	146,297
	Parishes	197	193	193	193	192
Budget Requirement including Parishes		125,032	140,349	140,349	140,349	146,489

Please note:

1. Fully recharged to other departments.
2. Funding for the Fire Service has been transferred to Royal Berkshire Fire Authority from 1st April 2004.
3. Environmental Agency over 90% of funding to come from the by Department for Environment, Food and Rural Affairs (DEFRA) from 2004/05.

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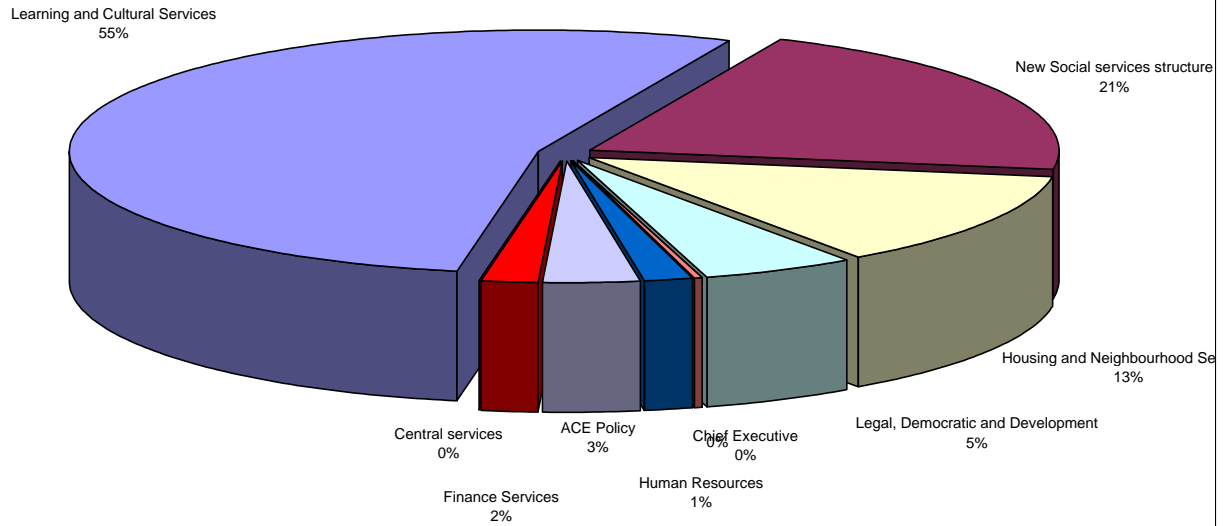
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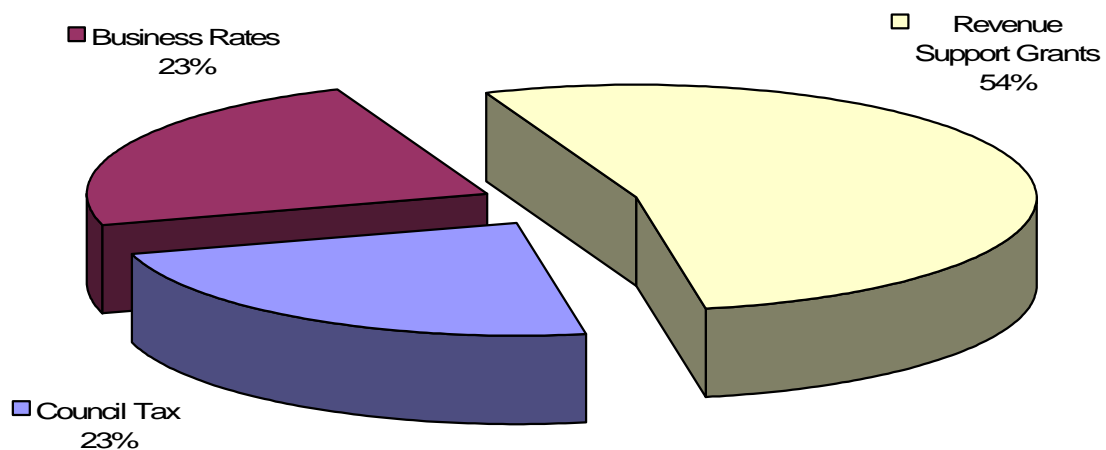
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Where The Money is Spent 2004/05



Where The Money comes from 2004/05



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SLOUGH BOROUGH COUNCIL

General Fund - Funding

	Last Year Actual 2002/03 £000	Cabinet Approved 2003/04 £000	Amended Budget 2003/04 £000	Projected Out-turn 2003/04 £000	Base Budget 2004/05 £000
Budget Requirement excluding Parishes	124,835	140,156	140,156	140,156	146,297
Less					
<u>Government Grants</u>					
Revenue Support Grant	(61,716)	(70,589)	(70,589)	(70,589)	(78,185)
National Non Domestic Rate Pool	(34,189)	(36,065)	(36,065)	(36,065)	(33,858)
Total of Government grants	<u>(95,905)</u>	<u>(106,654)</u>	<u>(106,654)</u>	<u>(106,654)</u>	<u>(112,043)</u>
Collection Fund Surplus	(200)	(100)	(100)	(100)	(400)
SBC demand on Collection Fund (excluding Parishes)	28,731	33,402	33,402	33,402	33,854
SBC demand on Collection Fund (including Parishes)	28,927	33,595	33,595	33,595	34,046
Thames Valley Police Authority	2,770	4,049	4,049	4,049	4,609
Fire Authority	1 0	0	0	0	1,682
Total Council Tax (including parishes)	<u>31,697</u>	<u>37,644</u>	<u>37,644</u>	<u>37,644</u>	<u>40,337</u>
		£	£	£	£
Council Tax base	37,692.8	38,109.7	38,109.7	38,109.7	38,247.5
Band D Excluding Parishes	762.24	876.47	876.47	876.47	885.16
Including Parishes	767.45	881.52	881.52	881.52	890.17

1. Funding for the Fire Service has been transferred to the Royal Berkshire Fire Authority from 1st April 2004.

SLOUGH BOROUGH COUNCIL BUDGET SUMMARY 2004/05

General Fund Reserves

Description	Actual 2002/03	Committee Approved 2003/04	Projected Out-turn 2003/04	Base Budget 2004/05	Projected Budget 2005/06	Projected Budget 2006/07
	£000	£000	£000	£000	£000	£000
<u>General Funds Balance</u>						
Balance as at 1st April	(702)	(2,450)	(2,766)	(5,620)	(6,376)	(7,076)
Transfer to / (from) Revenue account	(2,064)	(2,826)	(2,854)	(756)	(700)	(700)
Balance as at 31st March	(2,766)	(5,276)	(5,620)	(6,376)	(7,076)	(7,776)
<u>Earmark Reserves</u>						
Department services	(969)	(603)	(647)	(647)	(265)	(265)
IT Reserves	(683)	(142)	(488)	(1,088)	-	-
Insurance Reserves	(1,026)	(876)	(876)	(926)	(926)	(926)
Capital reserves	-	(558)	-	-	-	-
Total Earmark Reserves	(2,678)	(2,179)	(2,011)	(2,661)	(1,191)	(1,191)
Total General Fund Reserves	(5,444)	(7,455)	(7,631)	(9,037)	(8,267)	(8,967)
School Reserves	(3,021)	(1,401)	(1,401)	(1,311)	(1,351)	(1,351)

SLOUGH BOROUGH COUNCIL

General Fund Revenue Departments Budget 2004/05

Subjective Report

	<i>Learning&C. ISB & Nurs. £000</i>	<i>Learning&C Excl.Schs. £000</i>	<i>Social Services £000</i>	<i>Housing & Neighbourhd £000</i>	<i>Legal Dem. Developmt £000</i>	<i>Assistant Chief Exe. £000</i>	<i>Finance £000</i>	<i>Chief Executive £000</i>	<i>Human Resources £000</i>	<i>Grand Total £000</i>
EXPENDITURE										
Employees	55,424	11,851	17,215	9,175	4,898	2,603	2,091	549	1,523	105,329
Other Employee Costs	0	977	1,239	251	178	109	529	22	346	3,651
Sub total	55,424	12,828	18,454	9,426	5,076	2,712	2,620	571	1,869	108,980
Premises Related Costs	0	1,671	299	4,870	4,652	43	0	0	0	11,535
Supplies and Services	22,353	15,285	24,128	47,069	4,054	1,902	763	(62)	96	115,588
Transport related Costs	0	1,155	594	4,607	16	6	0	0	0	6,378
Other Costs	0	0	0	30	0	0	0	0	0	30
Capital Financing Costs	0	10,660	665	3,445	2,799	717	36	64	0	18,386
Central Recharges	0	5,045	3,375	2,892	2,082	1,173	842	3,135	539	19,083
Total Expenditure	77,777	46,644	47,515	72,339	18,679	6,553	4,261	3,708	2,504	279,980
RECEIPTS										
Sales, Fees and Charges	0	(4,174)	(7,454)	(2,872)	(5,273)	(66)	(324)	0	(22)	(20,185)
Government Grants	(12,129)	(11,342)	(3,747)	(31,908)	(65)	0	0	0	0	(59,191)
Other Income	0	(5,611)	(1,512)	(14,216)	(1,191)	(683)	(245)	0	(80)	(23,538)
Central Recharges	0	(50)	(72)	(6,007)	(1,437)	(5,133)	(3,324)	(1,293)	(2,402)	(19,718)
Total Income	(12,129)	(21,177)	(12,785)	(55,003)	(7,966)	(5,882)	(3,893)	(1,293)	(2,504)	(122,632)
NET EXPENDITURE	65,648	25,467	34,730	17,336	10,713	671	368	2,415	0	157,348

SLOUGH BOROUGH COUNCIL

General Fund Budget Variation Analysis

2004/05

	£000	£000
Base Budget 2003/2004 (excluding Parishes)		140,156
Adjust for transfer re 2004/5 Local Government Finance Settlement		(2,728)
		137,428
Add Growth Items		
-See schedule Page 11	10,035	
-Less included within transfers above	(2,121)	
		7,914
Less Savings		
-See schedule Page 11		(2,727)
Plus Inflation		4,260
Balances, Contingencies & Other		(578)
New Budget for 2004/2005		146,297

SLOUGH BOROUGH COUNCIL

General Fund Budget Variation Analysis

Growth & Savings 2004/05 to 2006/07

	2004/05 £000	2005/06 £000	2006/07 £000
Growth Items			
Learning & Cultural Services	2,767	2,453	2,893
Social Services	4,779	1,655	960
Housing & Neighbourhood Services	1,288	245	400
Legal Democratic & Development Services	651	145	40
Chief Executive	38	0	0
Human Resources	66	62	22
Assistant Chief Executive	310	4	0
Financial Services	136	30	(30)
Total Growth	10,035	4,594	4,285
Savings			
Learning & Cultural Services	(450)	(235)	0
Social Services	(495)	0	0
Housing & Neighbourhood Services	(428)	(219)	0
Legal Democratic & Development Services	(413)	(303)	0
Chief Executive	(38)	0	0
Human Resources	(61)	(28)	0
Assistant Chief Executive	(706)	(353)	0
Financial Services	(136)	(71)	0
Total Savings	(2,727)	(1,209)	0
Net Total of Savings and Growth	7,308	3,385	4,285

SLOUGH BOROUGH COUNCIL

Medium Term Financial Plan 2004/05 to 2006/07

		2004/05 £000	2005/06 £000	2006/07 £000
Budget 2003/04		140,156	146,297	158,305
Less Adjustments	1	(2,728)	0	0
Adjusted Budget		137,428	146,297	158,305
Inflationary Commitment				
Inflation - Non Schools		1,791	1,859	1,923
Inflation - Schools		2,000	2,100	2,200
Employer's superannuation contribution		469	479	491
Growth - Non Schools		5,961	2,544	2,132
Growth - Schools		1,953	2,050	2,153
Contingencies				
Revenue effect of Capital Programme		300	300	300
Above average inflation demands		150	0	0
Pension shortfall - contingency		400	400	400
Rent & Council Tax Benefits		280	0	0
Street Scene / Customer Access Improvement		400	0	0
Licensing		100	0	0
IT Reserve - Customer Access Improvement		500	2,200	2,800
Future Borrowing Costs		386	0	0
Revisions		(450)	30	30
		2,066	2,930	3,530
Other & Oracle etc		(573)	555	70
Savings		(2,727)	(1,209)	0
Balances	2	(2,071)	700	700
TOTAL BUDGET REQUIREMENT		146,297	158,305	171,504
FUNDED BY:				
Revenue Support Grant		78,185		
National Non-Domestic Rates		33,858		
Council Tax		34,254		
TOTAL FUNDING		146,297		
Council Tax base				
Band D Council Tax equivalent		885.16		
Council Tax increase		5.8%		

1. This represents the adjustment in 2003/04 budget due to the change in the funding arrangement announced in the 2004/05 Local Government Finance Settlement.

2. This is equivalent to a contribution to Revenue balances of £756k in 2004/05.

SLOUGH BOROUGH COUNCIL

General Fund Staffing Resources Summary

SERVICE AREA	Salaries FTE'S 2003/04	Salaries 2003/04 £'000	Salaries FTE'S 2004/05	Salaries 2004/05 £'000	Wages 2004/05 £'000	Total 2004/05 £'000
Learning and Cultural Services	291.1	9,102	356.0	10,870	606	11,475
Social Services	604.5	15,110	587.6	12,930	3,808	16,738
Housing and Neighbourhood Services	311.3	8,754	296.2	8,626	102	8,728
Legal, Democratic and Development	147.3	4,734	149.5	4,720	0	4,720
Chief Executive	11.5	537	10.5	541	0	541
Human Resources	39.1	1,318	41.7	1,378	105	1,483
ACE Policy	70.7	2,321	76.5	2,621	10	2,631
Finance Services	61.5	1,927	63.2	2,129	0	2,129
TOTAL	1537	43,803	1581.2	43,815	4631	48,445

Slough Borough Council Budget 2004/05

Schedule of Basic Amount of Council Tax for All Areas (Excluding Police & Fire)

Tax Bands	Fractions	SLOUGH	LOCAL PARISHES					
			BRITWELL		COLNBOOK WITH POYLE		WEXHAM COURT	
		Council Tax (a)	Precepts (b)	Council Tax (c) a+b	Precepts (d)	Council Tax (e) a+d	Precepts (f)	Council Tax (g) a+f
		£	£	£	£	£	£	£
A	6/9	590.11	26.32	616.43	21.85	611.96	31.69	621.80
B	7/9	688.46	30.71	719.17	25.50	713.96	36.98	725.44
C	8/9	786.81	35.09	821.90	29.14	815.95	42.26	829.07
D	9/9	885.16	39.48	924.64	32.78	917.94	47.54	932.70
E	11/9	1,081.86	48.25	1,130.11	40.06	1,121.92	58.10	1,139.96
F	13/9	1,278.56	57.03	1,335.59	47.35	1,325.91	68.67	1,347.23
G	15/9	1,475.27	65.80	1,541.07	54.63	1,529.90	79.23	1,554.50
H	18/9	1,770.32	78.96	1,849.28	65.56	1,835.88	95.08	1,865.40

**Based on Total Budget Requirement including parishes of £146,489,313
And Budget Requirement excluding parishes of £146,297,550**

Leaning & Cultural Services Directorate

Director Christopher Spencer

Budget Summary 2004 - 2005



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SLOUGH BOROUGH COUNCIL: BUDGET 2004/05- 2006/07

Department: Learning & Cultural Services

Chief Officer: Chris Spencer

The Learning & Cultural Services Directorate was formed on 1st September 2001, following the amalgamation of the former Education and Community Services Department. The new Directorate provides a more inclusive and linked approach to learning and cultural opportunities for Slough residents.

The Directorate provides a range of education and community services based on partnership with schools, government, business and the voluntary sector. We are committed to the improvement of the quality of life for those who live, work and learn in Slough.

Slough has 2 special, 11 secondary, 30 primary and 5 nursery schools serving around 20,000 pupils. It has one central and three branch libraries, five main leisure facilities and a comprehensive youth service.

The Directorate includes the Local Authority Education Authority, which provides services including:

- * School Improvement
- * Learning Support
- * Special Educational Needs Support
- * Early Years, Nursery and Childcare
- * Governor Support and Training
- * School Organisation
- * Slough Centre for Young People
- * Admission to Schools
- * Education Welfare
- * Teacher Recruitment and Retention
- * Adult and Community Learning
- * Equalities and EAL Support
- * Property and Asset Management

The Directorate also covers cultural and recreational services, including:

- * Library and Information Service
- * Sports and Leisure Facilities
- * Parks and Open Spaces
- * Arts Development
- * Sports & Health Development
- * Neighbourhood/Community Centres

Working in Partnership

We are committed to working in partnership and to ongoing dialogue with our schools and stakeholders. The Council's track record for partnership working is demonstrated through work forums such as the Standards Forum, Early Years Development and Childcare Partnership, Life Long Learning Partnership, Slough Physical Activities Group, Coronary Heart Disease Reference Group, Slough Education Action Zone, the Slough School Organisation Committee, and our commitment to consultations.

Planning for Success

The Directorate's vision and priorities are set out in our major plans; these also present the activities and initiatives by which we will achieve our priorities. The plans present a linked vision that is aimed at raising standards of education and developing Slough as a centre for cultural experience. The entries within this document for each service area show which plans that area is responsible for. This document details the main plans, their priorities and conclusions.

LEARNING & CULTURAL SERVICES

Budget summary 2004/05 Total Budget

Description	Last Year Actual 2002/03	Cabinet Approved 2003/04	Amended Budget 2003/04	Projected Out - turn 2003/04	Base Budget 2004/05	
	£	£	£	£	£	
NURSERY	1	1,962,992	1,771,200	2,148,415	2,148,415	5,954,000
INDIVIDUAL SCHOOLS BUDGETS	1	61,050,013	58,185,443	66,254,712	66,254,712	59,694,340
RESOURCES	1	1,603,626	7,998,100	-454,455	-74,207	7,099,360
SCHOOL IMPROVEMENT		1,399,850	2,039,556	1,777,553	1,817,655	1,845,180
ADULT EDUCATION		494,038	0	338,535	377,956	420,270
PUPIL SERVICES		4,331,544	4,678,795	4,689,236	4,870,215	4,797,680
PLANNING & CUSTOMERS SERVICES		2,352,301	2,292,791	2,280,411	2,418,411	2,378,350
LEISURE		5,308,502	4,958,709	4,670,672	4,520,672	5,022,540
LIBRARIES, ARTS & INFORMATION		2,517,598	2,684,919	2,646,756	2,596,756	2,932,650
COMMUNITY		1,656,662	1,323,607	1,162,383	1,062,383	1,021,000
TOTAL NET OF SUPPORT COST CHARGES		82,677,126	85,933,120	85,514,218	85,992,968	91,165,370
SUPPORT COST INCOME/RECHARGES			-50,000	-50,000	-50,000	-50,000
TOTAL LEARNING & CULTURAL SERVICES		82,677,126	85,883,120	85,464,218	85,942,968	91,115,370

Note:

1. At the beginning of the year the devolved standards fund and threshold grant is in the resources section and during the year is allocated to Individual school budgets.

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I have checked, made the necessary adjustments and agree that the above figures are correct:
Signature..... Finance Manager

LEARNING & CULTURAL SERVICES DEPARTMENT

Budget Variation Analysis 2004/05

This schedule shows the reasons for the increases/ reductions on the current year's budget

	£000
Cabinet Approved budget 2003/04	85,883
Transfers to and from Departments during 2003/04	-419
Amended Budget 2003/04	85,464
Net Effect of Non Controllable Changes	321
- Cost of Capital	644
- CDC	18
Transfers to and from Departments	-6
Growth Items	2,767
-See schedule	
Savings	-450
-See schedule	
Inflation	2,357
<u>New Budget for 2004/05</u>	91,115

Transfers

£ 402,170 to Housing & Neighbourhood

£ 16,732 to Communications Dept.

LEARNING & CULTURAL SERVICES

Growth & Savings 2004/05 to 2006/07

This schedule shows the reasons for the increases/ reductions on the current year's budget

Growth Items	2004/05	2005/06	2006/07
	£'000	£'000	£'000
Passport Target (excluding inflation)	1,953	2,050	2,153
Autism service - Investment in service	37	0	0
Administration	16	0	0
Admissions area - increased responsibilities	25	0	0
Restructure finance team & invest in additional resources	125	0	0
UK Online	0	30	0
Job centre plus	0	33	0
Joint arrangements	0	20	0
Education PFI - Affordability	0	0	600
Directorate Restructuring	100	0	0
Mainstream active communities post	25	5	0
Britwell library - replace surestart funding	27	0	0
Rates increase - libraries	15	0	0
Slough & Eton dual use library	0	40	0
Match funding due to changes in Standard Fund Grants	250	130	0
Britwell - UK online centre	15	1	0
Leisure projects - new post	15	15	0
Contracts manager - new post	15	15	0
Support worker / driver at Milan centre	17	0	0
Library Service	0	50	50
Arts development post made permanent	27	0	0
Part Time admin post - Libraries	5	4	0
Creative Academy	20	30	30
Arts development funding	30	30	60
Ground Maintenance	50	0	0
Total Growth	2,767	2,453	2,893
Savings			
School Transport- review eligibility criteria	(20)	0	0
Savings on Inflation	(160)	(160)	0
Renegotiate Slough Community Leisure Contract	0	(25)	0
Thomas Grey Centre - increase external funding	(50)	0	0
Review Resource Basis/LMSS Funding	(50)	0	0
Reduction in mother tongue teaching grant	(30)	0	0
End of Discretionary Award- Transferred to Government	(15)	0	0
Efficiency Savings - School Crossing Patrols	(6)	0	0
Review charges for schools assessments	(10)	0	0
Cease Dog Bin Bags	(4)	0	0
Langley Hall to College	(20)	0	0
Increase service level agreement charges	(50)	(50)	0
Review Park Rangers / Community Wardens	(20)	0	0
Re-focus Arts Grants funding	(15)	0	0
Total Savings	(450)	(235)	0
Net Total of Saving & Growth.	2,317	2,218	2,893

LEARNING AND CULTURAL SERVICES (EXCLUDING SCHOOLS)

DEPARTMENT STAFFING RESOURCES

This table sets out the staffing resources, in full time equivalents by service structure.

SERVICE AREA	Salaries FTE's	Salaries £'000	Wages £'000	Total £'000
Resources	33.8	1,330	0	1,330
School Improvement	59.2	2,167	178	2,345
Adult Education	15.5	495	18	513
Pupil Services	91.7	2,961	30	2,991
Planning and Customer Services	22.3	683	39	722
Leisure and Resources	39.3	927	202	1,129
Libraries, Arts and Information	66.7	1,519	0	1,519
Community	27.5	788	139	927
TOTAL	356.0	10,870	606	11,475
PREVIOUS YEAR	291.1			9,102

Please note:

Schools staff are excluded.

Includes funded posts of FTE 77.0.

Social Services Directorate

Director Dawn Warwick

Budget Summary 2004 - 2005



Slough Borough Council's Budget Book 2004-2005

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SLOUGH BOROUGH COUNCIL : BUDGET 200/05- 2006/7

Department: Social Services

Chief Officer: Dawn Warwick

1. Service Description

The Social Services Department is responsible for providing support to those vulnerable people in the community to prevent them harming themselves or others or being harmed by others. This involves:

- carrying out assessments of their personal circumstances against the services eligibility criteria,
- as appropriate providing them support, either through the provision of equipment, respite, home care, day care, fostering or adoption, supported accommodation or where needed residential or nursing care, (these services are either provided directly or through contracting with the private and voluntary sector)
- regularly reviewing their circumstances and therefore the services they are provided with,
- linking with Key partners with the Council, Health, Police and Probation to ensure seamless services are provided,

2. Current High Level Service Objectives

- Revise and refine Joint Commissioning to lead, plan and deliver a comprehensive programme of health and social care needs, in particular implementing the new requirements in response to the developments within the Children's and Families' area in relation to the Lord Laming inquiry into the death of Victoria Climbié.
- Establish a project plan and lead officer to review the information available and to respond to the information gaps to support the commissioning of health and social care services in Slough.
- Ensure that effective overarching strategies are in place to meet the needs of specific user groups and vulnerable people.
- Ensure that health and social care services are accessible, responsive and sensitive to the needs of the communities of Slough.
- Identify health and social care services which might be integrated to make more effective use of available resources and to tackle known gaps in service provision.
- Agree which further services will be registered as schemes under the Health Act Flexibility and implement.
- Develop a joint Quality and Performance Management approach across health and social care.

3. Key Actions Planned for 2004/05 to 2006/7

Social Services provide services for vulnerable adults, children, young people and

their carers, both directly and through contracts in response to prioritised needs.

Slough's aim is to become an outcome focused organisation that concentrates on planning, arranging and delivering good quality services for users in partnership with statutory organisations and the independent sector. The department has set itself the aim of becoming one of the best performing Unitary Council Social Services within three years.

To achieve this the department will:

- Clarify the role of the services that Slough directly provides within local plans for each service area.
- Strengthen the commissioning and contracting arrangements with the independent sector.
- Use the available Health Act Flexibility, working in partnership with Slough Primary Care Trust (PCT) and other partners in the statutory and independent sector.
- Ensure we deliver our statutory responsibilities.
- Ensure staff are trained and supported in delivering their changing roles.

The next two years will see the development of strong partnerships with Slough PCT which will manifest itself in the development of integrated services and changed governance arrangements – all of which will deliver the following:

- Improved service outcomes for service users and their carers
- An increased range of local service providers
- More accountability to local people
- Transparent governance arrangements
- Management and service efficiencies
- Services that are more responsive to Slough's diverse population
- Improved service performance

Over the coming years Slough Social Services will equip itself to become a strategic commissioning organisation in partnership with Slough PCT. The core business will concentrate on the provision of assessment and care management services for older people, vulnerable adults, children and young people, ensuring that services are arranged in response to assessed and prioritised need. This is not to say that Social Services will not directly provide service but that those services it does provide are statutorily required and that the Council is considered to be the most appropriate provider. The Best Value regime will underpin this approach.

The department has identified the following challenges which will need to be addressed during the period 2004/05 – 2006/07:

- Continued sound budgeting and budget monitoring in a highly competitive, constantly changing and demand led service area.
- Recruitment and retention of key staffing in light of a National Shortage.
- Developing capacity to deal with the pace and volume of change.
- Improving internal and external communication.
- Improve performance on tackling inequalities.

SOCIAL SERVICES

Budget summary 2004/05

Total Budget

Description	Last Year Actual 2002/03	Cabinet Approved 2003/04	Amended Budget 2003/04	Projected Out - turn 2003/04	Base Budget 2004/05
	£	£	£	£	£
CHILDREN & FAMILIES DIVISION	7,078,214	8,022,360	8,000,560	8,350,500	10,756,050
OLDER PEOPLES SERVICES	6,372,510	8,034,940	7,667,972	7,818,372	8,768,440
PHYSICAL DISABILITY & SENSORY IMPAIR	3,218,709	2,697,920	2,707,888	2,707,778	3,207,250
LEARNING DISABILITIES	4,585,522	3,716,370	4,217,244	4,316,960	4,896,700
MENTAL HEALTH SERVICES	1,874,572	1,631,400	1,612,470	1,912,170	2,181,580
OTHER ADULT SERVICES	651,309	685,370	685,370	585,650	197,150
SERVICE STRATEGY, REGULATION & DIRE	5,412,521	4,586,230	4,521,221	4,421,260	4,795,710
TOTAL NET OF SUPPORT COST CHARGES	29,193,357	29,374,590	29,412,725	30,112,690	34,802,880
SUPPORT COST INCOME/RECHARGES	-70,000	-72,450	-72,450	-72,450	-72,450
TOTAL OF SOCIAL SERVICES	29,123,357	29,302,140	29,340,275	30,040,240	34,730,430

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I have checked, made the necessary adjustments and agree that the above figures are correct:

Signature..... Finance Manager

SOCIAL SERVICES

Budget Variation Analysis 2004/05

This schedule shows the reasons for the increases/ reductions on the current year's budget

	£'000
Cabinet Approved budget 2003/04	29,302
Transfers to and from other Departments during 2003/04	38
Amended Budget 2003/04	29,340
Net Effect of Non Controllable Changes	
- Cost of Capital	224
- Other	93
Growth Items	
-See schedule	4,779
Savings	
-See schedule	-495
Inflation	789
<u>New Budget for 2004/05</u>	34,730

SOCIAL SERVICES

Growth & Savings 2004/05 to 2006/07

This schedule shows the reasons for the increases/ reductions on the current year's budget

	2004/05	2005/06	2006/07
	£'000	£'000	£'000
Growth Items			
Operations Nursing Placements	30	30	0
Mental Health Placements	25	25	0
Learning Disability Placements	125	125	0
Physical Disability Placements	25	25	0
Placements Ward 16 (full year effect)	300	0	0
4 Older People services placements respite care	55	50	0
12 Mental Health delays placements	150	150	0
Laming enquiry and throughput - Investment in children & families	295	250	250
Disabled Facility Grant top ups	100	0	0
Performance fund	214	0	0
Quality Protects	1,745	0	0
Mental Health staffing to meet minimum DOH standards	75	0	0
Health & Safety - National Care Standard Requirement	100	0	0
Adult services support at Home - Disabled Facilities / Access	70	0	0
Mental Health day care	50	0	0
Homecare	200	0	0
Deferred payments grant	50	0	0
Meet existing service commitment - children & families	180	0	0
Meet existing service commitment - community care	250	0	0
Learning Disability Reviewing Officers	25	25	0
7 Learning Disability placements (part year effect)	175	350	350
2 Learning Disability Daycare placements (part year effect)	30	60	60
2 Physical Disability placements	25	50	50
5 Mental Health placements	125	250	250
Learning Disability daycare	50	50	0
Emergency duty team	10	0	0
New client information system	50	0	0
Recruitment and retention - Community Care	50	115	0
Recruitment and retention - Initiatives to attract qualified social workers	200	100	0
Total Growth	4,779	1,655	960
Savings			
Savings from Planned Best Value Reviews - Revised	(40)	0	0
Speedwell to become self funding - Revised	(350)	0	0
Commissioning & quality standards restructure	(40)	0	0
Finance income team restructure	(35)	0	0
Community care - reduction of team manager post	(30)	0	0
Total Savings	(495)	0	0
Net Total of Saving & Growth	4,284	1,655	960

SOCIAL SERVICES

DEPARTMENT STAFFING RESOURCES

This table sets out the staffing resources, in full time equivalents by service structure.

SERVICE AREA	Salaries FTE's	Salaries 2004/05 £'000	Wages 2004/05 £'000	Total 2004/05 £'000
CHILDREN & FAMILIES DIVISION	169.9	5,026	193	5,219
OLDER PEOPLES SERVICES	159.0	2,433	2744	5,177
PHYSICAL DISABILITY & SENSORY IMPAIRMENT TEAM	21.0	311	28	339
LEARNING DISABILITIES	103.6	2,055	371	2,426
MENTAL HEALTH SERVICES	25.8	755	16	771
OTHER ADULT SERVICES	57.7	386	440	826
SERVICE STRATEGY, REGULATION & DIRECTORS OFF.	50.6	1,964	16	1,980
TOTAL	587.6	12,930	3,808	16,738
PREVIOUS YEAR	604.5	15,110	0	15,110

Housing & Neighbourhood Services Directorate

Director Rosemary Westbrook

Budget Summary 2004 - 2005



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SLOUGH BOROUGH COUNCIL: BUDGET 2004/05 – 2006/07

Department: Housing & Neighbourhood Services

Chief Officer: Rosemary Westbrook

1. Service Description

The Housing and Neighbourhood Services Department is responsible for a wide range of customer focussed services:

- Provision of housing services to council tenants and people living in privately rented homes,
- Provision of housing advice and accommodation to homeless people
- Strategy to combat anti social behaviour including neighbourhood warden services,
- Collection of council tax and the payment of housing benefit,
- Maintenance and repair of housing and other corporate buildings,
- Voluntary sector and partnership working,
- Environmental and customer services,
- Operation of the One Stop Shop in the centre of Slough.

2. Service Objectives

- To build neighbourhoods where people want to live by improving housing and community pride and to work on a multi agency basis to make Slough a safe place in which to live.
- To maximise benefits for those on low incomes,
- To improve the ways local people can access information and services, ensuring those most in need receive help and advice.
- To protect and improve the environment, maximising the quality of life of people who live, work in and visit the town.
- To promote voluntary sector and partnership working.
- To develop programmes of community and neighbourhood regeneration.

3. Key Actions Planned for 2004/05 to 2006/07

- Deliver actions outlined in the Housing Revenue Account (HRA) Business Plan.
- Develop the Neighbourhood Housing Service to achieve the 2 Star Standard.
- To implement the revised allocation system to offer more choice to applicants.
- To produce an elderly people's housing strategy and to improve the support available to help the frail live independently.

- To continue to reduce the number of households living in houses in multiple occupation.
- To procure approximately 150 homes using the Private Finance Initiative
- To manage the transition of the Nai Roshni Partnership to support the Stronger Communities priority in the Community Strategy.
- Develop and maintain a Voluntary Sector Compact for Slough.
- Commence rolling review of Supporting People programme.
- Work with partners to reduce crime, the fear of crime and create safe communities through the Safer Slough Partnership.
- Secure further improvement in speed of processing benefit claims & work towards achieving all national Benefits Performance Standards & improving customer satisfaction.
- Co-ordinate and improve services to enhance the quality of life in Slough's neighbourhoods.
- Implement strategies outlined in the Council's waste strategy and recycling plan to achieve statutory targets.
- Implement the action plan from the Best Value review of customer service

HOUSING & NEIGHBOURHOOD SERVICES

Budget summary 2004/05 Total Budget

Description	Last Year Actual 2002/03 £	Cabinet Approved 2003/04 £	Amended Budget 2003/04 £	Projected Out-turn 2003/04 £	Base Budget 2004/05 £
BUSINESS SERVICES	4,995,865	4,986,022	4,710,193	4,742,193	4,381,510
COUNCIL TAX, BENEFITS & SYSTEMS SUPPORT	3,439,839	2,926,468	3,286,030	3,630,030	2,091,430
ENVIRONMENT & CUSTOMER SERVICES	7,628,520	9,118,234	9,438,071	9,417,071	10,604,190
PARTNERSHIP CONTRACTS	-566,857	-586,761	-455,055	-455,055	-415,190
POLICY & NEIGHBOURHOOD RENEWALS	3,671,526	3,935,927	3,939,528	3,868,528	5,760,340
PROPERTY SERVICES	1,015,968	1,219,674	1,179,047	1,179,047	1,217,720
TENANT SERVICES	-10,654	-14,494	-21,854	4,146	-21,570
NET EXPENDITURE	20,174,207	21,585,070	22,075,960	22,385,960	23,618,430
SUPPORT COST INCOME/RECHARGES	-6,681,773	-6,216,110	-6,216,110	-6,216,110	-6,282,600
TOTAL HOUSING & NEIGHBOURHOOD SERVICES	13,492,434	15,368,960	15,859,850	16,169,850	17,335,830

I have checked and made the necessary adjustments and agree that the above figures are correct.

HOUSING & NEIGHBOURHOOD SERVICES

Budget Variation Analysis 2004/05

This schedule shows the reasons for the increases/ reductions on the current year's budget.

	£000's
Cabinet Approved Budget 2003/04	15,369
Transfers to and from other Departments during 2003/04	491
Amended Budget 2003/04	15,860
Net Effect of Non-Controllable Changes :	
- Cost of Capital	1,315
- Other	-290
- CDC	74
Growth Items -see schedule	1,288
Savings - see schedule	-428
Transfer to other departments & budget realignments 2004/05	-1,055
Inflation	572
<u>New Budget for 2004/05</u>	17,336

HOUSING & NEIGHBOURHOOD SERVICES

Growth & Savings 2004/05 to 2006/07

This schedule shows the reasons for the increases/ reductions on the current year's budget

	2004/05	2005/06	2006/07
	£'000	£'000	£'000
Growth Items			
Benefits Subsidy	50	50	0
Re-let Environmental Services Contract	581	34	0
Abandoned Vehicles	8	0	0
Improve facilities in One Stop Shop	20	0	0
Central Assessment service for adaptations to disabled clients homes	0	50	0
Supporting people additional administrative support	34	0	0
Improvement to street scene	25	0	0
Public conveniences	18	0	0
Additional staff to cover peak periods in One Stop Shop	31	0	0
Additional post in Benefit Advice Team	25	0	0
Replacement of SRB grant for key Nai Roshni projects : Neighbourhood Regeneration	88	65	0
Council tax inspection	26	22	0
Recruitment & Retention for environmental health and trading standards officers	51	0	0
Commercial services - to correct 'one off' income included in base budget	0	24	0
Grounds maintenance	150	0	0
Wexham Nursery - Speedwell	41	0	0
Neighbourhood Warden Scheme - previously funded from grants	80	0	0
PFI - Affordability	0	0	200
Improvements to Revenue & Benefits Customers Service	60	0	200
Total Growth	1,288	245	400
Saving			
Changes to Corporate facilities - Revised	(234)	0	0
Raise fees on Cemetery and Cremation	(2)	0	0
Additional Income on registration services	(2)	0	0
Licensing - raise fees	(2)	0	0
Freeze student scientific officer post	(9)	0	0
Raise fees for trade waste	(43)	(41)	0
Voluntary Sector	(10)	(10)	0
Departmental income review	(94)	0	0
Marketplace / invoicing rationalisation	(7)	0	0
Departmental income review - increased income from cemetery & crematorium	(20)	0	0
Terminate radiation monitoring programme for the borough	(5)	0	0
Seeking Alternative / new business for nursery	0	(168)	0
Total Savings	(428)	(219)	0
Net Total of Savings and Growth	860	26	400

HOUSING & NEIGHBOURHOOD SERVICES

DEPARTMENT STAFFING RESOURCES

This table sets out the staffing resources by service structure, in full time equivalents.

SERVICE AREA	Salaries FTE's	Salaries 2004/05	Wages 2004/05	Total 2004/05
	2004/05	£'000	£'000	£'000
Business Services	63.6	1,852	0	1,852
Council Tax, Benefits & Systems Support	60.0	1,664	0	1,664
Environment & Customer Services	93.6	2,636	102	2,738
Partnership Contracts	6.5	221	0	221
Policy & Neighbourhood Renewals	58.5	1,741	0	1,741
Property Services	14.0	512	0	512
TOTAL	296.2	8,626	102	8,728
Previous Year	311.3	8,778	76	8,854

Legal, Democratic & Development Services Directorate

Director Steven Quayle

Budget Summary 2004 - 2005



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SLOUGH BOROUGH COUNCIL : BUDGET 2004/05 – 2006/07

Department: Legal, Democratic and Development Services

Director: Steven Quayle

The Legal, Democratic and Development Services Department was formed as a result of a Council-wide reorganisation that took effect on 1st September 2001. The Department comprises discrete and diverse service areas, namely:

Legal Division

- Legal
- Local Land Charges
- Valuation

Democratic Division

- Democratic & Member Services
- Electoral Registration and Elections
- Emergency Planning
- Word Processing

Development Division

- Highways
- Building Control
- Planning
- Transportation

The Department brings together a number of key support services that are essential to direct services in the performance of their corporate aims and objectives. The Development Services limb within the department comprises the major regulatory functions of the authority where the decisions taken are, in the main, those of a quasi-judicial nature. The department as a whole delivers professional services across the borough.

The department's key priorities for 2004/05 are to:-

- Manage the democratic process effectively including responses to new national requirements on Member support and conduct.
- Continue to produce high quality legal advice and procure major partnership procurement contracts including the Heart of Slough initiative.
- Continue to develop the on-line Land Charge service using the LAMP Agreement.
- Conduct the combined European and Local Elections in June 2004.
- Review and, if necessary, amend the Council's Constitution where national requirements and/or experience requires the same.
- Produce a Developers' Guide to Development Control by the end of March 2005.

- Continue to improve Development Control services by working towards the national standards, particularly in the area of major planning applications.
- Maintain the rating of the Local Transport Plan in 2004/05 as 'average' and work towards 'good' in 2005/06.
- Continue to work with local businesses to develop better integrated Transport Plans/local bus routes and develop and submit a major transport funding bid as part of the Heart of Slough initiative.
- Develop the Council's Green Transport Plan.
- Continue to develop the Decriminalised Parking Enforcement Scheme.
- Manage the Planning Process of the Heart of Slough Regeneration Scheme.
- Continue to work within the Investors in People framework, having received accreditation in January 2004.
- Participate and contribute to the Continuous Improvement Plan as a result of the CPA process.
- Provide high quality and cost effective legal services to the Council.
- Implement a proactive and responsible democratic service that ensures that elected Members receive the reports and advice they need, when they need it.

LEGAL, DEMOCRATIC & DEVELOPMENT SERVICES

Budget summary 2004/05 Total Budget

Description	Last Year Actual 2002-03 £	Cabinet Approved 2003-04 £	Amended Budget 2003-04 £	Projected Out - Turn 2003-04 £	Base Budget 2004-05 £
STRATEGIC MANAGEMENT	293,799	-145,980	-131,350	-231,350	-141,540
CORPORATE & MEMBER SERVICES	1,438,217	1,686,600	1,700,110	1,700,110	1,786,160
LEGAL	462,111	735,040	824,650	774,650	799,320
VALUATION	748,594	193,770	88,000	88,000	238,010
TRANSPORT DEVELOPMENT	1,247,895	935,520	1,011,750	1,107,750	372,240
PLANNING & STRATEGIC POLICY	1,187,170	1,463,450	1,477,700	1,477,700	1,525,980
BUILDING CONTROL	250,010	215,370	210,510	210,510	244,770
HIGHWAY ENGINEERING	5,172,377	5,116,640	5,183,410	5,298,410	6,009,240
CONTRACTS & PERFORMANCE	1,137,731	1,178,280	1,175,190	1,210,190	1,315,810
TOTAL	11,937,904	11,378,690	11,539,970	11,635,970	12,149,990
SUPPORT COST INCOME/RECHARGES	-1,139,260	-1,331,520	-1,331,520	-1,331,520	-1,436,870
TOTAL LEGAL, DEMOCRATIC & DEVELOPMENT	10,798,644	10,047,170	10,208,450	10,304,450	10,713,120

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I have checked, made the necessary adjustments and agree that the above figures are correct:
Signature..... Finance Manager

10,304,450
0

LEGAL, DEMOCRATIC & DEVELOPMENT SERVICES

Budget Variation Analysis 2004/05

This schedule shows the reasons for the increases/ reductions on the current year's budget

	£'000
Cabinet Approved budget 2003/04	10,047
Transfers to and from other Departments during 2003/04	162
Amended Budget 2003/2004	10,209
Use of earmarked reserves	-250
Net Effect of Non Controllable Changes	
- Cost of Capital	206
- Other	76
- C.D.C.	0
Growth Items	651
-See schedule	
Savings	-413
-See schedule	
Inflation	234
<u>New Budget for 2004/2005</u>	10,713

LEGAL, DEMOCRATIC & DEVELOPMENT SERVICES

Growth & Savings 2004/05 to 2006/07

This schedule shows the reasons for the increases/ reductions on the current year's budget

	2004/05	2005/06	2006/07
	£'000	£'000	£'000
Growth Items			
Elections	25	0	0
Parking Enforcement	(229)	0	0
Highways Investment	500	0	0
Reinstate - Planned Maintenance	150	0	0
Reinstate - Local Plan	0	12	0
Capital disposals programme - revenue costs	40	0	0
Concessionary Fares - shortfall of income from sale of bus passes	35	0	0
Re-tender of socially necessary bus service contracts	25	0	0
Changes to bus routes and timings to match new commercial routes	45	0	0
NLIS - e government land gazeteer	0	75	0
Elections	0	8	0
Changes to bus routes and timings - additional services	45	0	0
Member Services	15	0	0
Staffing - reinstate one year savings	0	50	0
Elections - reinstate one year savings from 2005/06	0	0	40
Total Growth	651	145	40
Saving			
Elections	0	(40)	0
New Parking Initiatives	(238)	(238)	0
Reinstate - Elections	0	(25)	0
Berkshire Structure Plan	(25)	0	0
New Roads and Street Works Act	(20)	0	0
Staffing	(50)	0	0
Committee services - running costs	(10)	0	0
Parking fees & charges review	(70)	0	0
Total Savings	(413)	(303)	0
Net Total of Saving & Growth	238	(158)	40

LEGAL, DEMOCRATIC & DEVELOPMENT SERVICES

DEPARTMENT STAFFING RESOURCES

This table sets out the staffing resources, in full time equivalents by service structure.

SERVICE AREA	Salaries FTE's	Salaries £'000
Strategic Management Total	8.9	424
Corporate & Member Services Total	22.83	680
Emergency Planning Total	1.00	40
Legal Services Total	21.28	736
Valuation Services Total	6.60	41
Transport Development Total	20.08	605
Planning & Strategic Policy Total	29.17	935
Building Control Total	12.00	425
Highways Engineering Total	23.59	702
Contracts & Performance Total	4.00	132
TOTAL	149.5	4,720
	Previous Year	147.3
		4,734

Chief Executive's Services Directorate

Director Cheryl Coppell (Chief Executive)

Budget Summary 2004 - 2005



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SLOUGH BOROUGH COUNCIL : BUDGET 2004/05- 2006/7

Department: Chief Executive Services Department

Chief Officer: Cheryl Coppell

The Chief Executive's Department comprises of:

- The General Office / Admin Unit
- Corporate Complaints
- Heart of Slough

The department's key priorities for 2004/05 are:

- To provide the overall leadership and strategic direction for the Council and the Town by developing the authority's forward vision.
- To implement the Continuous Improvement Plan as a result of the CPA process.
- To monitor the progress of the Best Value Performance Plan Targets through leadership of the Corporate Management Team.
- Set and review service targets with the Directors.
- To lead the Corporate Management Team in ensuring that the council acts corporately and seeks wherever possible to find better ways of providing a seamless service for residents and a high standard of customer care.
- To ensure the progress of the Heart of Slough initiative to the implementation stage together with the development partners.

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CHIEF EXECUTIVE DEPARTMENT

Budget summary 2004/05 Total Budget

Description	Last Year Actual 2002/03	Cabinet Approved 2003/04	Amended Budget 2003/04	Projected Out-turn 2003/04	Base Budget 2004/05
	£	£	£	£	£
CHIEF EXECUTIVE	2,726,554	3,631,540	3,641,540	3,678,540	3,707,520
NET EXPENDITURE	2,726,554	3,631,540	3,641,540	3,678,540	3,707,520
SUPPORT COST INCOME/RE	-278,620	-1,373,300	-1,373,300	-1,373,300	-1,292,630
TOTAL CHIEF EXECUTIVE	2,447,934	2,258,240	2,268,240	2,305,240	2,414,890

I have checked and made the necessary adjustments and agree that the above figures are correct.

Signature..... Finance Manager

CHIEF EXECUTIVE DEPARTMENT

Budget Variation Analysis 2004/05

This schedule shows the reasons for the increases/ reductions on the current year's budget.

	£000's
Cabinet Approved Budget 2003/04	2,258
Transfers to and from other Departments during 2003/04	10
Amended Budget 2003/04	2,268
Net Effect of Non-Controllable Changes :	
- Cost of Capital	36
- Other	32
- CDC	75
Growth Items -see schedule	38
Savings - see schedule	-38
Transfer to other departments 2004/05	-10
Inflation	14
<u>New Total Budget for 2004/05</u>	<u>2,415</u>

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CHIEF EXECUTIVE DEPARTMENT

Growth & Savings 2004/05 to 2006/07

This schedule shows the reasons for the increases/ reductions on the current year's budget

	2004/05	2005/06	2006/07
	£'000	£'000	£'000
<u>Growth Items :</u>			
Creative Industries Enterprise Hub / Learning Academy	38	0	0
Total Growth	38	0	0
<u>Savings :</u>			
General review of budgets in Chief Executive Office	-38	0	0
Total Savings	-38	0	0
Net Total of Saving & Growth	0	0	0

CHIEF EXECUTIVE DEPARTMENT

DEPARTMENT STAFFING RESOURCES

This table sets out the staffing resources by service structure, in full time equivalents.

SERVICE AREA	Salaries FTE's	Salaries £'000	Wages £'000	Total £'000
Executive's Office	5.0	238	0	238
Heart of Slough	5.5	303	0	303
TOTAL	10.5	541	0	541
Previous Year	11.5	537	0	537

Human Resources Services Directorate

Director Christopher Harman

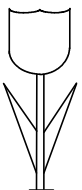
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SLOUGH BOROUGH COUNCIL : BUDGET 2004/05 – 2006/07

Department: Human Resources

Director of Human Resources: Chris Harman

1. Service Description

The new Human Resources Directorate went live on 1st January 2003. Created from the centralisation of departmental and central personnel sections, the directorate comprises of:-

- Organisational Development Section
- Occupational Health Safety and Welfare Section
- HR Advisory Section
- Knowledge and Information Systems Section

2. Service Objectives

The Directorate mission is to support the work of the Council, adding value through the creative, effective and equitable management of the people it employs. It provides advice and support to managers and staff and seeks to meet the business needs of the Council through:-

- Practical support for managing change and improving service delivery.
- Measurable improvements in people management and equalities practices across the organisation.
- Consistent and timely HR advice.
- Effective delivery of staff training and management development across the organisation.
- Timely HR management information to Councillors and to managers.
- Clear links between HR policy and practice and operational business needs.

Through the Occupational Health Safety and Welfare Section the Directorate seeks to maintain a healthy and safe working environment for all Council employees. In addition to physical safety and well being, the section has a remit to cover the mental well being of staff and provides a confidential employee counselling service. This section also advises on risk management in people management issues.

The Organisational Development Section represents a tangible investment in developing the knowledge skills of Council staff to meet the current and future needs of the Council. The section is responsible for identifying and meeting training needs across the organisation and supporting managers in managing performance and dealing with change. In addition the section manages the Council's modern apprenticeships scheme which provides work placements to local young people.

The HR Advisory section provides practical and professional advice and support on people management issues to managers and staff. It deals with casework, provides a lead on the development of HR policy and on equal opportunities practices. The section advises on employee and trade union relations, employee communications, disciplinary and grievance issues and on the application of employment law in the workplace.

The Knowledge and Information Systems section provides recruitment and training administration, HR management information (including statutory workforce planning information to central government), and administrative support to the Directorate. It is also responsible for taking forward the electronic HR agenda and links internally with e-government initiatives. The section is the first point of contact for general enquiries.

HUMAN RESOURCES DEPARTMENT

Budget summary 2004/05 Total Budget

Description	Last Year Actual 2002/03 £	Cabinet Approved 2003/04 £	Amended Budget 2003/04 £	Projected Out-turn 2003/04 £	Base Budget 2004/05 £
HUMAN RESOURCES	1,603,103	2,273,050	2,270,785	2,297,785	2,402,460
NET EXPENDITURE	1,603,103	2,273,050	2,270,785	2,297,785	2,402,460
SUPPORT COST INCOME/RECHARGES	-1,668,110	-2,275,330	-2,275,330	-2,275,330	-2,402,350
TOTAL HUMAN RESOURCES	-65,007	-2,280	-4,545	22,455	110

I have checked and made the necessary adjustments and agree that the above figures are correct.

Signature..... Finance Manager

HUMAN RESOURCES DEPARTMENT

Budget Variation Analysis 2004/05

This schedule shows the reasons for the increases/ reductions on the current year's budget.

	£000's
Cabinet Approved Budget 2003/04	-2
Transfers to and from other Departments during 2003/04	-2
Amended Budget 2003/04	-4
Use of Earmarked Reserves	-49
Net Effect of Non-Controllable Changes :	
- Cost of Capital	0
- Other	35
- CDC	-1
Growth Items -see schedule	66
Savings - see schedule	-61
Transfer to other departments 2004/05	-48
Inflation	62
<u>New Total Budget for 2004/2005</u>	0

0

HUMAN RESOURCES DEPARTMENT

Growth & Savings 2004/05 to 2006/07

This schedule shows the reasons for the increases/ reductions on the current year's budget

	2004/05	2005/06	2006/07
	£'000	£'000	£'000
<u>Growth Items :</u>			
Teachers pensions	22	0	0
HR administration	22	0	0
Occupational health contract	0	40	0
Modern apprenticeship pay levels	22	22	22
Total Growth	66	62	22
<u>Savings :</u>			
Efficiency savings from reorganisation of HR	-36	-28	0
Schools service level arrangements	-25	0	0
Total Savings	-61	-28	0
Net Total of Saving & Growth	5	34	22

HUMAN RESOURCES DEPARTMENT

DEPARTMENT STAFFING RESOURCES

This table sets out the staffing resources by service structure, in full time equivalents.

SERVICE AREA	Salaries FTE's	Salaries £'000	Wages £'000	Total £'000
Human Resources	41.7	1,378	105	1,483
TOTAL	41.7	1,378	105	1,483
Previous Year	39.1	1,240	78	1,318

Assistant Chief Executive's Services Directorate

Director Elizabeth Terry (Assistant Chief Executive)

Budget Summary 2004 - 2005



Slough Borough Council's Budget Book 2004-2005

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Slough Borough Council Budget 2004/05 – 2006/07

Department: Assistant Chief Executive

Chief Officer: Liz Terry

1. Service Description

The Assistant Chief Executive's Department provides a range of strategic corporate services:

- Information Systems and Technology Services
 - Run, support and maintain IT systems.
 - Consultancy and resources to support new service initiatives
 - Develop and maintain an IT strategy which enables the Council's business strategy and implement electronic government vision.

- Communications
 - News: Media relations; crisis management ; internal communications; external corporate publications; internal publications; filming in Slough.
 - Marketing: advertising/leaflets & poster production; corporate identity and branding; exhibitions; photography; guides; Town image; market research; income & sponsorship.
 - Print & Design: print buying; design; photocopying; colour printing; specialist branding.
 - Events: external events; health & safety advice to event holders; community support.
 - Electronic communication: Website and intranet.

- Economic Development, Diversity & Equalities
 - Economic Development:
 - Diversity and Equalities: Awareness, advice and compliance checking in relation to the Race Relations (Amendment) Act, the Disability Discrimination Act and other relevant legislation and regulations; strategic policy research and direction in relation to community cohesion,
 - To promote the town's economy, adequate provision of jobs, support for unemployed, skills, business support, inward investment, prosperity. Fill gaps in support which the market is unable or unwilling to support. Develop European funding opportunities and direct business support to retain existing investment of business. To promote international trade opportunities in partnership with Business Link and UK Trade and Investment.

- Policy and Performance
 - Policy: LSP/community strategy, scrutiny, marketplace, neighbourhood renewal and sustainable communities.
 - Performance: Best value, performance management framework including governance, projects management and risk management.

- Consultation: Citizens' Panel, annual attitude survey supporting best value reviews and budget consultation.
 - Research and Information: Information sharing protocols, data analysis and information publication scheme.
- Emergency Planning

2. Service Objectives

To be amongst the top professional IT, Communications, Equalities & Economic Development and Policy and Performance Services in local government. We will provide a high value & cost effective service that enables the Council to plan and communicate strategically to realise its ambitions and drive performance improvement. We will focus on delivery excellence.

We will build relationships with stakeholders through partnerships that focus on practical actions to improve the quality of life for all people who live, work and visit Slough.

3. Key Actions Planned for 2004/05 – 2006/07

Policy & Performance

- a. Prepare and publish Best Value Performance Plan
- b. Develop Community and Voluntary Sector Strategy and Compact
- c. Prepare Social Inclusion Strategy and Community Cohesion Strategy
- d. Develop Neighbourhood Renewal Programme
- e. Develop LA21 / Sustainability Programme
- f. Introduce Performance Management Framework
- g. Introduce Project Management Community
- h. Co-ordinate Strategic Planning – alignment of Community Strategy, Corporate Development Plan, Service Plans and Personal Development Plans
- i. Develop Marketplace procurement system
- j. Develop and co-ordinate consultation programme
- k. Develop and support Scrutiny function
- l. Co ordinate negotiation and development of second generation Local Public Service Agreement.

IS&T

- a. Refresh and Replace the council's 5 year old IT infrastructure with modern, cost effective technologies which support the growing business reliance on IT systems and the move towards electronic governance with all its varied access channels.
- b. Keep abreast of modern developments in, and increasing threats to, our e-communications. Thereby ensure that the council is protected effectively and efficiently against the risks caused by external forces and internal misuse.
- c. Work with departmental users, and through them with other stakeholders, to ensure that they are given the best advice and timely support to specify, procure and install business support systems which will in turn support joined up government where applicable.

Economic Development, Equalities & Diversity

Economic Development

- a. Delivering new Social Enterprise start ups
- b. Delivering a new economic development statement
- c. Launch of Slough4Business Grants info website
- d. Contribute to launch and progress of Slough Enterprise Hub
- e. Submission of bid to European Union's Invest Asia programme
- f. Showcasing multicultural business

Diversity and Equalities

- a. Launch of Aurat Enterprises learning for Black and ethnic minority women
- b. Progress of Equalities Standard for Local Government
- c. Progress of Race Equalities Scheme
- d. Review of translation services
- e. Improving representation and access
- f. Annual Public Sector diversity conference
- g. Co ordination of implementation of Community Cohesion Strategy

e-Government

To ensure the continuing development of the e-Government Plan, identifying further opportunities to maximise new technologies to improve community access and participation and efficient and effective service delivery.

Corporate Communications

- a. Implement action plan from corporate communications strategy
- b. Further develop the communications strategy for the Heart of Slough initiative
- c. Prepare and publish annual communications report
- d. Develop the work of the Town Image Group, delivering key actions from action plan
- e. Develop external funding streams, such as the Location Slough project, to maximise potential income
- f. Ensure council communication is accessible to all of the town's communities
- g. Deliver an internal communications strategy, building on existing improvements

Slough Borough Council's Budget Book 2004-2005

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ASSISTANT CHIEF EXECUTIVE DEPARTMENT

Budget summary 2004/05 Total Budget

Description	Last Year Actual 2002/03	Cabinet app. Budget 2003/04	Amended Budget 2003/04	Projected Out-turn 2003/04	Base Budget 2004/05
	£	£	£	£	£
CORPORATE PROPERTY	94,633	129,950	109,670	109,670	136,670
BUSINESS DEVELOPMENT	331,035	198,890	231,640	231,640	285,740
INFORMATION TECHNOLOGY	3,519,280	3,899,540	4,074,868	4,074,868	3,963,750
ECONOMIC DEVELOPMENT & PERFORMANCE	703,990	843,740	733,390	733,390	895,510
COMMUNICATIONS	822,425	878,370	900,332	906,332	1,022,340
NET EXPENDITURE	5,471,363	5,950,490	6,049,900	6,055,900	6,304,010
SUPPORT COST INCOME/RECHARGES	-5,422,070	-5,357,820	-5,357,820	-5,357,820	-5,632,890
TOTAL ASSISTANT CHIEF EXECUTIVE	49,293	592,670	692,080	698,080	671,120

I have checked and made the necessary adjustments and agree that the above figures are correct.

Signature..... Finance Manager

ASSISTANT CHIEF EXECUTIVE DEPARTMENT

Budget Variation Analysis 2004/05

This schedule shows the reasons for the increases/ reductions on the current year's budget.

	£000's
Cabinet Approved Budget 2003/04	593
Transfers to and from other Departments during 2003/04	99
Amended Budget 2003/04	692
Use of Earmarked Reserves	-195
Net Effect of Non-Controllable Changes :	
- Cost of Capital	36
- Other	344
- CDC	54
Growth Items -see schedule	310
Savings - see schedule	-706
Transfer to other departments 2004/05	15
Inflation	121
<u>New Total Budget for 2004/2005</u>	671

ASSISTANT CHIEF EXECUTIVE DEPARTMENT

Growth & Savings 2004/05 to 2006/07

This schedule shows the reasons for the increases/ reductions on the current year's budget

	2004/05	2005/06	2006/07
	£'000	£'000	£'000
Growth Items			
Fire Proof Cabinets	(2)	0	0
Revenue to support storage area network	0	12	0
Publications	8	0	0
Meetings allowance	5	0	0
Improvements to Public Information	10	0	0
Staff gradings / Overtime for additional hours	19	0	0
Events	55	0	0
Policy & performance managers post replaced by Head of Policy & Performance	18	0	0
Slough Canal festival	6	0	0
Advertising	12	0	0
Improvements to distributions	13	(8)	0
Getting it right first time campaign	4	0	0
Web developer - additional post	26	0	0
Recruitment of European officer	40	0	0
Recruitment of Systems Administrator	28	0	0
Scrutiny support officer	38	0	0
Enterprise Centre	30	0	0
Total Growth	310	4	0
Savings			
Savings from removal of mainframe services	(102)	0	0
Move Council to thin client architecture	(50)	(50)	0
Berkshire Enterprise Agency no longer in operation.	(6)	0	0
IS / IT Services	(175)	(175)	0
Training savings	(4)	(4)	0
PC support (Deverills)	0	(124)	0
Best Value	(19)	0	0
General IT savings	(350)	0	0
Total Savings	(706)	(353)	0
Net Total of Saving & Growth	(396)	(349)	0

ASSISTANT CHIEF EXECUTIVE DEPARTMENT

DEPARTMENT STAFFING RESOURCES

This table sets out the staffing resources by service structure, in full time equivalents.

SERVICE AREA	Salaries FTE's	Salaries £'000	Wages £'000	Total £'000
Corporate Property	2.0	99	0	99
Business Development	3.0	166	0	166
Information Technology	33.4	1,112	3	1,115
Economic Development & Performance	15.1	548	0	548
Communications	23.0	696	7	703
TOTAL	76.5	2,621	10	2,631
Previous Year	70.7	2,321	8	2,329

Financial Services Directorate

Director Mike Suarez

Budget Summary 2004 - 2005



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SLOUGH BOROUGH COUNCIL : BUDGET 2004/05 – 2006/07

Department: Financial Services

Chief Officer: Mike Suarez

1 Service Description

The Financial Services Department comprises:

- Corporate Accountancy and Central Support
- Treasury and Capital
- Systems Accountancy
- Technical and Financial Planning
- Exchequer Services
 - Revenues & Payments
 - Payroll/Cashiers
- Internal Audit Services
 - Insurance and Risk Management
- Property
(during 2004/05 the Property function will transfer to Financial Services)

2 Service Objectives

The role of Financial Services is to:

- Lead on strong financial management and probity, underpinned by effective financial controls and systems.
- Contribute to corporate management and leadership, ensuring the Authority's financial and property resources are well managed.
- Support and advise the democratic process on developments and service opportunities on the Authority's financial and property strategy and framework to support policy objectives.
- Support and advise officers in operational roles.
- Lead and manage effective, efficient and customer focused services.

3 Key Actions for 2004-05

- Continue to enhance and review customer focused approach to all financial and property services.
- Continue to enhance service delivery and Internal Audit Service.
- Continue to enhance risk management approach within the Council.

- Continue to enhance and develop monitoring, budgeting, closing, risk management, insurance and Exchequer processes and procedures.
- Continue to enhance and integrate three-year service and financial planning.
- Support the continued development of capital and asset management procedures, processes and strategy.
- Centralise and incorporate the Property function with Financial Services Department.
- Oversee the Council-wide improvement of debt management and income recovery.
- Oversee the improvement of Council-wide robust systems and reconciliation processes.
- To continue the progress on the Corporate Equalities Strategy and Local Government Equalities Standard.

FINANCIAL SERVICES DEPARTMENT

Budget Summary 2004/05 Total Budget

Description	Last Year Actual 2002/03 £	Cabinet Approved 2003/04 £	Amended Budget 2003/04 £	Projected Out-turn 2003/04 £	Base Budget 2004/05 £
Financial Advice	1,428,780	2,032,660	2,173,040	2,173,040	2,313,730
Exchequer Services	1,488,949	1,463,080	1,460,830	1,460,830	1,377,970
NET EXPENDITURE	2,917,729	3,495,740	3,633,870	3,633,870	3,691,700
Support Costs Recharged	-3,080,774	-3,062,670	-3,062,670	-3,062,670	-3,323,680
TOTAL FINANCIAL SERVICES	-163,045	433,070	571,200	571,200	368,020

I have checked and made the necessary adjustments and agree that the above figures are correct.

Signature..... Finance Manager

FINANCIAL SERVICES DEPARTMENT

Budget Variation Analysis 2004/05

This schedule shows the reasons for the increases/ reductions on the current year's budget.

	£000's
Cabinet Approved Budget 2003/04	433
Transfers to and from other Departments during 2003/04	138
Amended Budget 2003/04	571
Earmarked reserves	-23
Net Effect of Non-Controllable Changes :	
- Cost of Capital	6
- Other	-95
- CDC	-187
Growth Items -see schedule	136
Savings - see schedule	-136
Transfer to other departments 2004/05	9
Inflation	87
<u>New Total Budget for 2004/2005</u>	368

FINANCIAL SERVICES DEPARTMENT

Growth & Savings 2004/05 to 2006/07

This schedule shows the reasons for the increases/ reductions on the current year's budget

	2004/05	2005/06	2006/07
	£'000	£'000	£'000
Growth Items			
Purchase of automated audit system	30	0	-30
Career grades for Accountancy Training	20	10	0
Minor restructuring of Accountancy Section	20	20	0
Increase in insurance - employment protection cover	66	0	0
Total Growth	136	30	-30
Savings			
Efficiency savings	-59	-10	0
Interest on Investments	-24	-61	0
Reduction in External Auditors Fees	-27	0	0
Review of staffing and budget structure	-26	0	0
Total Savings	-136	-71	0
Net Total of Saving & Growth	0	-41	-30

FINANCIAL SERVICES DEPARTMENT

DEPARTMENT STAFFING RESOURCES

This table sets out the staffing resources by service structure, in full time equivalents.

SERVICE AREA	Salaries FTE's 2004/05	Salaries 2004/05 £'000	Wages 2004/05 £'000	Total 2004/05 £'000
Financial Advice	35.4	1,337	0	1,337
Exchequer Services	27.8	792	0	792
TOTAL	63.2	2,129	0	2,129
Previous Year	61.5	1,927	0	1,927

Housing & Neighbourhood Services Directorate

Director Rosemary Westbrook

Budget Summary 2004 - 2005

Housing Revenue Account



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HOUSING REVENUE ACCOUNT

Housing Revenue accounts budget

	BUDGET 2003/04 £	BUDGET 2004/05 £
<u>INCOME</u>		
Dwellings Gross Rental Income	21,845,640	22,179,000
Non Dwelling Rents	1,300,390	1,449,390
Charges For Services and Facilities	942,480	968,500
Contribution Towards Expenditure	104,110	23,870
Government Subsidies	6,508,540	0
	30,701,160	24,620,760
<u>EXPENDITURE</u>		
Management & Maintenance	7,244,575	7,829,310
Contribution To Repairs Account	5,266,650	5,236,500
Rents, Rates, Taxes and Other Charges	19,850	18,460
Rent Rebates	12,002,930	0
Capital Charges - Interest	12,692,520	12,051,140
Capital Charges - Depreciation	4,930,110	4,608,680
Government Subsidies	0	5,193,000
Housing Benefits	0	88,500
Increase in Provision for Bad/Doubtful Debts	100,000	250,000
	42,256,635	35,275,590
NET COST OF SERVICE	11,555,475	10,654,830
<u>ASSET MANAGEMENT REVENUE ACCOUNT</u>		
Capital Charges - Interest	-12,692,520	-12,051,140
Amortised Premiums & Discounts	1,390,020	1,372,270
Interest Receivable	-901,920	-919,150
NET OPERATING EXPENDITURE	-648,945	-943,190
<u>APPROPRIATIONS</u>		
HRA Set-aside (contribution to MRP)	0	0
Revenue Contributions To Capital	650,000	1,067,000
SURPLUS(-)DEFICIT	1,055	123,810
<u>WORKING BALANCES</u>		
Brought Forward	697,925	831,160
Surplus/Deficit(-)	-1,055	-123,810
Balance C/Fwd	696,870	707,350

Ok

Ok

HOUSING REVENUE ACCOUNT

Housing Repairs Accounts

	BUDGET 2003/2004 £	BUDGET '2004/2005 £
EXPENDITURE		
Guaranteed Work	3,859,150	3,839,000
Exclusive Work		
Internal Decorations	400,000	400,000
Aids & Adaptations	250,000	250,000
Garages	200,000	200,000
Shops	7,500	7,500
Wilful & Negligent Damage	150,000	150,000
Health & Safety	90,000	90,000
Non Contract Repairs	10,000	10,000
Discretionary Work		
Voids	250,000	250,000
Major Replacements	50,000	40,000
TOTAL REPAIRS EXPENDITURE	5,266,650	5,236,500
FUNDED BY:		
Contribution from H.R.A.	-5,266,650	-5,236,500
TOTAL NET COST	0	0

Ok

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Capital Estimates 2004-2005 to 2008-2009



Capital Estimates 2004/2005 to 2008/2009

Introduction

- The Council approved capital estimates for the financial years 2004/2005 to 2008/2009 on the 26th February 2004. A summary of the capital estimates is set out on page 3 with the individual scheme details set out on the following pages.

What is Capital Expenditure?

Section 16 of the Local Government Act 2003 sets out the legislative framework and proper practice defines expenditure for capital purposes. In the main this covers expenditure on the following:

- The acquisition, reclamation, enhancement or laying out of land,
- The acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures,
- The acquisition, installation or replacement of moveable or immovable plant, machinery and apparatus and vehicles and vessels,
- The making of advances, grants or other financial assistance to any person towards expenditure incurred or to be incurred by them on the above items or works intended to increase substantially the thermal insulation of a building or the extent to which it can be used by people with a disability or the elderly,
- Expenditure incurred on the acquisition or preparation of a computer programme
- Expenditure incurred under a Private Finance Transaction.

The term **enhancement** means the carrying out of works, which are intended to achieve at least one of the following objectives:

1. Lengthening substantially the useful life of the asset,
2. Increasing substantially the open market value of the asset
3. Increasing substantially the extent to which the asset can or will be used for the purpose of or in connection with the functions of the Council.

De Minimis Limit

For capital accounting purposes and administrative ease, the Council's de minimis limit has been set at £10,000 (unchanged from previous years). As a result, any expenditure incurred on capital assets below £10,000 will be charged to the service revenue account.

Financing of Capital Expenditure

Expenditure can only be classified as capital expenditure if it meets the above statutory definition and then it is limited by the level of capital funding available. The main sources of funding the Council's capital programme are summarised on page 3 for individual years.

Prudential Indicators

The new Prudential Capital Finance System will start on the 1st April 2004. The required prudential indicators are attached commencing on page 14.

About this document

Any comments on this document or further advise on capital expenditure and resources can be obtained from:

Jean Taylor, Capital Accountant, Ext. 5358

Aslam Abdulla, Group Accountant (Treasury & Capital), Ext. 5384

HOUSING CAPITAL PROGRAMME

Line	Capital	CAPITAL SCHEME	Source of Funding	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	TOTAL
	Code			March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000
LOCAL AUTHORITY STOCK - Improvements										
1	P423	Affordable Warmth / Central Heating - 2002/03	M	603	0	0	0	0	0	603
2	P483	Affordable Warmth / Central Heating (2003/04)	G / M	800	21	0	0	0	0	821
3	P496	Affordable Warmth / Central Heating 2004/2005	M	0	780	850	1,000	1,000	0	3,630
4	P478	Asbestos Investigation and Remedial Work - 2002/03	M	245	0	0	0	0	0	245
5	P493	Asbestos Investigation and Remedial Work (2003/04)	M	50	0	0	0	0	0	50
6	P452	Belgrave Estate Modernisations	M	107	47	0	0	0	0	154
7	P463	Broom & Poplar MSB. Refurbishment	M	28	2,598	1,296	120	0	0	4,042
8	P512	Capitalised Essential Repairs 2003-4	M	25	0	0	0	0	0	25
9	P515	Capitalised Essential Repairs 2004/2005	M	0	24	100	250	250	0	624
10	P481	Disabled Facilities / Major Aids & Adaptions (2003/04)	M	75	0	0	0	0	0	75
11	P494	Disabled Facilities / Major Aids & Adaptions 2004/2005	M	0	50	50	50	50	0	200
12	P424	Environmental Improvements - 2002/03	M	125	0	0	0	0	0	125
13	P484	Environmental Improvements (2003/04)	M	200	6	0	0	0	0	206
14	P497	Environmental Improvements 2004/2005	M	0	195	200	200	200	0	795
15	P487	Kitchen & Bathroom Modernisation (2003/04)	M	50	0	0	0	0	0	50
16	P500	Kitchen & Bathroom Modernisation 2004/2005	M	0	550	800	1,000	1,000	0	3,350
17	P476	Mechanical Systems Upgrading - 2002/03	M	50	4	0	0	0	0	54
18	P504	Mechanical Systems Upgrading 2004/2005	M	0	47	50	50	50	0	197
19	P402	Miscellaneous Modernisations/Health & Safety - 2002/03	M	67	0	0	0	0	0	67
20	P482	Miscellaneous Modernisations/Health & Safety (2003/04)	M	150	64	0	0	0	0	214
21	P495	Miscellaneous Modernisations/Health & Safety 2004/2005	M	0	393	300	300	300	0	1,293
22	P489	New Projects (2003/04)	M	25	0	0	0	0	0	25
23	P502	New Projects 2004/2005	M	0	10	25	25	25	0	85
24	P470	Replacement of Balconies	M	44	0	0	0	0	0	44
25	P455	Rewiring Improvements - 2002/03	M	65	6	0	0	0	0	71
26	P486	Rewiring Improvements (2003/04)	M	250	35	0	0	0	0	285
27	P499	Rewiring Improvements 2004/2005	M	0	360	400	400	400	0	1,560
28	P467	Security & Controlled Entry Modernisation - 2002/03	M	9	4	0	0	0	0	13
29	P488	Security & Controlled Entry Modernisation (2003/04)	M	210	5	0	0	0	0	215
30	P501	Security & Controlled Entry Modernisation 2004/2005	M	0	150	150	150	150	0	600
31	P464	Shops Flat Roof Upgrading	M	201	6	0	0	0	0	207

HOUSING CAPITAL PROGRAMME

Line	Capital	CAPITAL SCHEME	Source of Funding	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	TOTAL
	Code			March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000
32	P477	Smoke Detector Programme - 2002/03	M	0	23	0	0	0	0	23
33	P492	Smoke Detector Programme (2003/04)	M	125	0	0	0	0	0	125
34	P513	Stratfield Road Estate Improvements	M	0	80	0	0	0	0	80
35	P451	Tower & Ashbourne Improvements	M	220	415	15	0	0	0	650
36	P480	Wentworth Avenue Crime Reduction Works - 2002/03	G	3	1	0	0	0	0	4
37	P507	Wentworth Avenue Crime Reduction Works (2003/04)	G	50	2	0	0	0	0	52
38	P444	Window Replacement Programme - 2002/03	M	6	0	0	0	0	0	6
39	P485	Window Replacement Programme (2003/04)	M	884	0	0	0	0	0	884
40	P498	Window Replacement Programme 2004/2005	M	0	656	900	900	900	0	3,356
41	P516	Winvale Refurbishment	M	0	0	0	500	500	0	1,000
42		Total Improvements		4,667	6,532	5,136	4,945	4,825	0	26,105
		LOCAL AUTHORITY STOCK - Other								
43	P420	Acquisition of Properties	M	287	0	0	0	0	0	287
44	P440	Acquisition of C.P.O Property	M	5	0	0	0	0	0	5
45	P401	Portable Discount - Cash Incentives	M	0	50	0	0	0	0	50
46	P514	Stratfield Road - Construct Wheelchair Flats & Bedsits	M	112	28	0	0	0	0	140
47		Total Local Authority Stock		5,071	6,610	5,136	4,945	4,825	0	26,587
		GENERATION OF AFFORDABLE HOUSING								
48	P479	Airways - C.M.H.T. Site, Common Road	M	150	0	0	0	0	0	150
49	P509	Catalyst (Ealing Family) - Stratfield Road	M	640	160	0	0	0	0	800
50	P517	Ditton Park Caravan Site	M	0	640	160	0	0	0	800
51	P469	Look Ahead - 316-320 High Street	M	171	0	0	0	0	0	171
52	P508	Look Ahead - 138 Wellington Street	M	55	0	0	0	0	0	55
53	P518	Lynch Hill Lane Project	M	0	258	65	0	0	0	323
54	P510	New Housing Provision Uncommitted	M	0	0	2,000	2,000	2,000	2,000	8,000
55	P419	Parkside (Longwood Park) - M. S. Blocks Common Road	M	0	200	1,394	0	0	0	1,594
56	P519	Slough Garage Sites	M	0	512	180	0	0	0	692
57	P446	Thames Valley - Dovehouse Crescent Garage Site	M	20	0	0	0	0	0	20
58	P511	Warden (Home Group) - Court Farm House	G / M	1,973	493	0	0	0	0	2,466
59	P520	Wordsworth Road Scheme	M	0	192	48	0	0	0	240
60		Total Generation of Affordable Housing		3,009	2,455	3,847	2,000	2,000	2,000	15,311
61		TOTAL HOUSING CAPITAL PROGRAMME		8,080	9,065	8,983	6,945	6,825	2,000	41,898

GENERAL FUND CAPITAL PROGRAMME

Line	Capital Code	CAPITAL SCHEME	Source of Funding	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	TOTAL
				March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000
CHIEF EXECUTIVE / ACE / FINANCE										
1	P297	Accounts Receivable System Replacement	M	20	20	0	0	0	0	40
2	P367	Alternative to Upgrading Oracle Financials	M	0	320	0	0	0	0	320
3	P185	BRATES (Business Rates) Application Replacement	M	224	0	0	0	0	0	224
4	P299	Business Objects Upgrade	M	20	0	0	0	0	0	20
5	P269	CHRIS Payroll System Modules	M	19	0	0	0	0	0	19
6	P300	Commitment Accounting	M	40	80	0	0	0	0	120
7	P365	Customer Service Centre	M	0	9,900	7,100	3,400	1,600	0	22,000
8	P241	Damson Grove Pumping Station	M	29	0	0	0	0	0	29
9	P234	E-government Project (Grant / Mainline Scheme)	G / M	520	0	0	0	0	0	520
10	P362	E-government Project (PSA Funded)	S	255	0	0	0	0	0	255
11	P366	E-mail Server Replacement	M	0	25	0	0	0	0	25
12	P157	Heart of Slough Project	G / M	813	835	584	540	540	540	3,852
13	P138	Information Technology - Computers	M	2	0	0	0	0	0	2
14	P292	Intranet Development	M	35	0	0	0	0	0	35
15	P293	NAS Storage Resilience	M	0	60	0	0	0	0	60
16	P161	New Payroll System	M	23	0	0	0	0	0	23
17	P301	Oracles Financial Upgrade	M	0	0	65	0	0	0	65
18	P186	PC Replacement Programme	M	3	0	0	0	0	0	3
19	P332	P.S.A. Capitalised Revenue Expenditure	G	504	280	0	0	0	0	784
20	P187	Remote Access Project	M	8	0	0	0	0	0	8
21	P294	Replacement of 2 Colour Press	M	55	0	0	0	0	0	55
22	P295	Server Replacement and clustering	M	50	50	50	50	50	0	250
23	P296	Thinclient / PC Replacement	M	150	364	300	300	300	300	1,714
24	Total Chief Executive / ACE / Finance			2,770	11,934	8,099	4,290	2,490	840	30,423

GENERAL FUND CAPITAL PROGRAMME

Line	Capital Code	CAPITAL SCHEME	Source of Funding	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	TOTAL
				March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000
HOUSING & NEIGHBOURHOOD SERVICES										
25	P181	Access for Disabled	M	43	0	0	0	0	0	43
26	P119	Air Quality Management	S	22	0	0	0	0	0	22
27	P132	Asbestos Removal	M	36	0	0	0	0	0	36
28	P255	Asbestos Rectification in Corporate Buildings	M	200	0	0	0	0	0	200
29	P140	Capitalisation of Internal Fees	M	47	0	0	0	0	0	47
30	P302	Chalvey Waste Transfer Station	M	1,870	599	58	0	0	0	2,527
31	P303	Corporate Property Fund	M	400	3,290	2,630	3,460	3,810	0	13,590
32	P029	Crematorium Upgrade - E.P. Act	M	37	0	0	0	0	0	37
33	P184	CTAX (Council Tax) Application Replacement	M	20	0	0	0	0	0	20
34	P003-6	Disabled Facilities Grant / Housing Improvement Grants	G / S / M	1,175	1,679	1,047	1,047	1,047	861	6,856
35	P256	Energy Saving Projects - THAW Scheme	M	35	0	0	0	0	0	35
36	P160	Farnham Road CCTV	G	3	0	0	0	0	0	3
37	P098	Health & Safety Works	M	72	306	0	0	0	0	378
38	P183	I.T Requirement	M	15	0	0	0	0	0	15
39	P368	Keep Slough Green & Tidy - Mobile Camera	M	0	14	0	0	0	0	14
40	P257	Legionella- Works to Improve Faulty Equipment	M	55	34	0	0	0	0	89
41	P369	PC Replacement and Upgrade	M	80	0	0	0	0	0	80
42	P285	Recycling (PSA)	S	175	0	0	0	0	0	175
43	P101	Slough Cemetary Extension	M	2	0	0	0	0	0	2
44	P370	Slough Crematorium - Depot Roof Covering	M	0	14	1	0	0	0	15
45	P371	Slough Crematorium - Resurfacing Main Drive	M	0	47	3	0	0	0	50
46	P217	Town Hall Boilers	M	5	0	0	0	0	0	5
47	P276	Town Hall Electrical Installations	M	854	0	0	0	0	0	854
48	P372	Town Hall Roofing	M	0	185	15	0	0	0	200
49	P079	Travellers Site (Poyle)	M	4	0	0	0	0	0	4
50	P363	Upgrade of Existing DIP System	M	0	70	0	0	0	0	70
51	P164	Windmill Road Depot Rationalisation	M	136	0	0	0	0	0	136
52		Total Housing & Neighbourhood Services		5,286	6,238	3,754	4,507	4,857	861	25,503

GENERAL FUND CAPITAL PROGRAMME

Line	Capital Code	CAPITAL SCHEME	Source of Funding	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	TOTAL
				March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000
LEARNING & CULTURAL SERVICES										
53	P304	Additional Server Libraries	M	30	0	0	0	0	0	30
54	P378	Allotments Upgrading	M	0	25	25	25	25	25	125
55	P379	Anti Motor Bike Measures	M	0	25	25	25	0	0	75
56	P380	Boiler/Electrical Replacement - Community Facilities	M	0	25	25	25	0	0	75
57	P207	Britwell Play & Learn Library (Sure Start)	G	3	0	0	0	0	0	3
58	P334	Britwell Library Shutters	G	10	0	0	0	0	0	10
59	P335	Centre / Cippenham Community Centre - Tables & Chairs	M	11	0	0	0	0	0	11
60	P336	Centre Pool Works / Demolish	M	0	35	0	0	0	0	35
61	P287	Centre Cyber Café Refurbishment	M	15	0	0	0	0	0	15
62	P259	Childrens Playground Upgrading	M	33	0	0	0	0	0	33
63	P288	Cippenham Community Hall Security	M	11	0	0	0	0	0	11
64	P128	Cippenham Library Replacement	G / M	3	0	0	0	0	0	3
65	P305	Content Management System - Library Web	M	30	0	0	0	0	0	30
66	P381	Dual Use Library	M	0	50	0	0	0	0	50
67	P223	Environmental Works (Travellers)	M	16	30	30	0	0	0	76
68	P220	Extract Ventilation System Central Library	M	20	0	0	0	0	0	20
69	P382	Haymill Community Centre Improvement Works	M	0	35	35	0	0	0	70
70	P289	Haymill Youth Centre CCTV System	M	13	0	0	0	0	0	13
71	P383	Heritage Lottery Parks Bid	G / M	0	25	550	1,200	0	0	1,775
72	P306	I.T. Upgrade the Centre	M	25	25	25	0	0	0	75
73	P218	Ice Arena - Replace Roof	M	18	0	0	0	0	0	18
74	P100	Kedminster Park/Mercian Way Changing Rooms	G / M	1,610	0	0	0	0	0	1,610
75	P090	Langley Leisure Centre / Pool	M	20	207	0	0	0	0	227
76	P195	Langley Pavilion - Extend Hot & Cold Water Service Install	M	1	0	0	0	0	0	1
77	P260	Langleywood Playcentre Resurface Synthetic Pitch	M	27	0	0	0	0	0	27
78	P208	Manor Park Youth Centre (SRB)	G	299	0	0	0	0	0	299
79	P307	Match Funding - Replacement Changing Rooms	M	0	250	250	0	0	0	500
80	P091	Montem Pool Works	G	8	0	0	0	0	0	8
81	P188	Montem Sports Centre - Replace Emergency Lighting	M	5	9	0	0	0	0	14
82	P214	Montem Sports Centre - Rewire General Electrics	M	39	0	0	0	0	0	39
83	P308	Parks GIS system	M	0	60	0	0	0	0	60
84	P309	Playground Upgrade / Improvements	M	30	60	60	60	60	30	300
85	P196	Property Portfolio Review	M	7	0	0	0	0	0	7
86	P310	Refurbish & Upgrade Community Halls	M	20	25	25	0	0	0	70
87	P311	Refurbish / Upgrade costs at The Centre	M	0	0	50	0	50	0	100
88	P312	Refurbish Costs Montem & Langley	M	50	0	0	0	0	0	50

GENERAL FUND CAPITAL PROGRAMME

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				£'000	£'000	£'000	£'000	£'000	£'000	£'000
89	P313	Refurbishment Costs - Langley Library	M	20	225	0	0	0	0	245
90	P314	Replace / Upgrade Library Computer System	M	0	150	0	0	0	0	150
91	P384	Replacement Montem/Ice Arena	M	0	0	0	0	5,000	10,000	15,000
92	P385	Security - Community Facilities	M	0	25	25	25	0	0	75
93	P386	Security Shutters Cippenham Library	M	0	30	0	0	0	0	30
94	P387	Strategic Management Systems	M	0	112	0	0	0	0	112
95	P221	Tennis Centre - Roof Works	M	19	0	0	0	0	0	19
96	P002	The Centre Development	M	1	225	0	0	0	0	226
97	P190	Upton Court Park Changing Rooms-Fire Protection Works	M	15	0	0	0	0	0	15
98	P193	Upton Court Park Changing Rooms-Replace Electrics	M	1	0	0	0	0	0	1
99	P194	Upton Court Park Changing Rooms-Replace H&C water serv.	M	1	0	0	0	0	0	1
100	P602	Weekes Drive Community Centre Modifications	M	0	147	0	0	0	0	147
101		Sub-Total		2,411	1,800	1,125	1,360	5,135	10,055	21,886
102	P342	Arbour Vale Upgrade Glazing	G	14	1	0	0	0	0	15
103	P211	Baylis Court Kitchen Refurbishment	G	16	0	0	0	0	0	16
104	P244	Baylis Court School - Reconfigure Existing Accommodation	G / S	566	0	0	0	0	0	566
105	P252	Beechwood School - Adult & Community Learning	G / S / M	147	5	0	0	0	0	152
106	P156	Beechwood School Kitchen Improvement	M	3	0	0	0	0	0	3
107	P374	Broadband Campus Network	G / M	0	500	0	0	0	0	500
108	P315	Capita EMS Software Upgrade	M	23	40	0	0	0	0	63
109	P316	Capital Works LEA Buildings	M	40	93	0	0	0	0	133
110	P343	Castleview, Building Services Heating	G / M	113	3	0	0	0	0	116
111	P341	Chalvey Early Years, Drainage/heating/ventilation	G	49	1	0	0	0	0	50
112	P344	Cippenham Infant, Additional accommodation,	G / M	376	184	6	0	0	0	566
113	P198	Cippenham Nursery School	G	9	0	0	0	0	0	9
114	P375	Cippenham Primary School Provision	G / M	328	371	2,558	593	51	0	3,901
115	P111	Class Size Reductions	G / M	5	0	0	0	0	0	5
116	P213	Class Size Scheme - KS2	G	55	8	0	0	0	0	63
117	P120	Claycots Infant School Replacement (NDS 4)	G	238	0	0	0	0	0	238
118	P165	Colnbrook Nursery	M	27	0	0	0	0	0	27
119	P317	EDP Monitoring System	M	0	20	0	0	0	0	20
120	P376	Education Capital - Improvements to Schools Portfolio	G / M	0	50	91	125	85	500	851
121	P197	Education Works	M	5	0	0	0	0	0	5
122	P340	Godolphin Infant, Building Services (heating)	G / M	10	114	3	0	0	0	127
123	P355	Herschel School - Sports Facilities	G / M	1,607	1,400	43	0	0	0	3,050

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				£'000	£'000	£'000	£'000	£'000	£'000	£'000
124	P033	James Elliman School Project	M	7	0	0	0	0	0	7
125	P281	Langleywood School Increased Accommodation	G / M	477	594	26	0	0	0	1,097
126	P361	Langleywood School Access Initiative Works	S	20	0	0	0	0	0	20
127	P219	Littledown School - Replace Boiler	M	5	0	0	0	0	0	5
128	P239	Marish Junior Portakabin	M	10	0	0	0	0	0	10
129	P353	Montem Primary - School Staff Workspace Grant	G	30	0	0	0	0	0	30
130	P286	Montem Primary School Refurbishment	M	100	0	0	0	0	0	100
131	P278	Neighbourhood Nursery - Claycotts School	G / M	649	0	0	0	0	0	649
132	P254	Neighbourhood Nursery - Montem Junior School	G / M	758	0	0	0	0	0	758
133	P279	Neighbourhood Nursery - William Penn School	G / M	814	0	0	0	0	0	814
134	P070	New Deals for Schools Condition Works	G / M	573	10	0	0	0	0	583
135	P229	New Deals for Schools Modernisations	S	387	9	0	0	0	0	396
136	P318	Processing of School Data	M	20	10	0	0	0	0	30
137	P319	Refurbish Caretaker Properties	M	35	165	0	0	0	0	200
138	P320	Remote Access LEA Staff / Schools	M	15	0	0	0	0	0	15
139	P071	School Access Initiative	S	68	2	0	0	0	0	70
140	P251	School Security Funding	G	16	0	0	0	0	0	16
141	P242	School Staff Workspace Improvements	G	3	0	0	0	0	0	3
142	P339	Slough Centre Nursery-Office Ventilation/Radiators/Fire Works	G	81	2	0	0	0	0	83
143	P350	Slough Grammer - Refurbish Science Lab.	G	25	0	0	0	0	0	25
144	P253	Slough & Eton School - Adult & Community Learning	G / M	341	11	0	0	0	0	352
145	P247	Space for Sports & Art - Arbourvale School	G / M	711	25	0	0	0	0	736
146	P249	Space for Sports & Art - Godolphin School	G / M	508	17	0	0	0	0	525
147	P248	Space for Sports & Art - James Elliman School	G	287	9	0	0	0	0	296
148	P360	St Josephs School - Front Entrance / Staff Room)	G	30	0	0	0	0	0	30
149	P291	Thomas Grey Centre - DDA / Minor Works	G	8	0	0	0	0	0	8
150	P352	Thomas Grey Centre - DDA / Minor Works (2003/2004)	G	74	0	0	0	0	0	74
151	P240	UK Online Project	G	11	0	0	0	0	0	11
152	P093	Voluntary Aided Schools LEA Liability	G / M	63	0	0	0	0	0	63
153	P243	Westgate School - Resource for Disabled Children	S	713	0	0	0	0	0	713
154	P282	Westgate School - Increased Accomodation	S / M	350	2,790	0	0	0	0	3,140
155	P338	Wexham Court Primary, Works to roof/Internal Remodel	G	175	5	0	0	0	0	180
156	P377	Wexham Secondary School - Modular Buildings	M	0	0	240	0	0	0	240
157	P121	William Penn Primary - Provision of New Nursery	M	9	0	0	0	0	0	9
158		Sub-Total		11,004	6,439	2,967	718	136	500	21,764
159		Total Learning & Cultural Services		13,415	8,239	4,092	2,078	5,271	10,555	43,650

GENERAL FUND CAPITAL PROGRAMME

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				£'000	£'000	£'000	£'000	£'000	£'000	£'000
LEGAL, DEMOCRATIC & DEVELOPMENT SERVICES										
160	P388	20 mph Speed Zones	M	0	200	200	200	200	200	1,000
161	P284	Bus Service Initiatives (PSA)	G / S	120	199	0	0	0	0	319
162	P173	Capacitor (PCB's) Replacement Programme	M	8	0	0	0	0	0	8
163	P389	Chalvey Ward Highways Improvements	M	0	45	155	170	30	0	400
164	P022	Chapel Street Widening	G / M	66	0	0	0	0	0	66
165	P262	Decriminalised Parking Enforcement (DPE)	M	80	0	0	0	0	0	80
166	P176	Energy Conversion Programme	M	47	0	0	0	0	0	47
167	P170	Greens & Verges Experiment	M	20	15	0	0	0	0	35
168	P171	Herschel St. M.S.C.P. - Improvements	M	86	0	0	0	0	0	86
169	P174	High Risk Street Lighting Column Replacement Programme	M	191	0	0	0	0	0	191
170	P321	Highway Maintenance Programme (2003/2004)	M	757	779	530	546	568	0	3,180
171	P600	Highways/Land Drainage- Rehabilitation/Upgrading	M	0	120	162	166	171	176	795
172	P175	Huntercombe Lane Highway Drainage Scheme	M	1	0	0	0	0	0	1
173	P263/P144	Local Transport Plan Priorities / Public Transport	M	108	12	0	0	0	0	120
174	P322	Parking Strategy (2003/2004)	M	120	120	120	120	120	0	600
175	P323/P143	Road Safety Programme / Safe Routes to School	M	294	298	310	315	325	0	1,542
176	P264/023/145	Strengthening of Bridges	M	70	0	0	0	0	0	70
177	P601	Urban Traffic Control System Development	M	0	0	75	110	125	145	455
178	P603	Weekes Drive Highways Works	M	0	155	0	0	0	0	155
179		Sub Total		1,968	1,943	1,552	1,627	1,539	521	9,150

GENERAL FUND CAPITAL PROGRAMME

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				March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>SECTION 106 SCHEMES</u>										
180	P109	A4 Bath Rd Dover Rd to Farnham Rd Cyclways	G	1	0	0	0	0	0	1
181	P147	A4 Bath Rd/St Andrews Way Junction Improvement	G	1	0	0	0	0	0	1
182	P139	A4 Bath Rd/Twinches Lane Junction Improvement	G	361	0	0	0	0	0	361
183	P148	A4 Bath Rd/Wellcroft Rd Junction Improvement	G	225	0	0	0	0	0	225
184	P232	A4 London Rd: Langley High St to Shirley Lodge Cycleway	G	50	70	0	0	0	0	120
185	P233	A4 Wellington St / A412 Uxbridge Road r/a Crossings	G	214	0	0	0	0	0	214
186	P270	A4 Wellington St / Uxbridge Rd: re-appraise signal/surfacing	G	165	0	0	0	0	0	165
187	P231	Art at the Centre - Revitalising the High Street	G / M	145	200	165	1,260	1,445	1,660	4,875
188	P283	Axis Park Transport Scheme (Improve Sutton Lane)	G	12	0	0	0	0	0	12
189	P142	Cycling Schemes	G	25	0	0	0	0	0	25
190	P204	Flood Relief Channel Bridgeway Diversion	G	5	14	0	0	0	0	19
191	P067	Highway JIFVRU schemes	G	2	0	0	0	0	0	2
192	-----	Highways Uncommitted S.106 Schemes	G	216	0	0	0	0	0	216
193	P024	Local Road Safety Schemes	G	29	0	0	0	0	0	29
194	P061	Lower Cippenham Lane Traffic Calming	G	1	0	0	0	0	0	1
195	P271	NCN Cycle Route: Section through Queen Mother Reservoir	G	0	86	0	0	0	0	86
196	P145	Pedestrian Schemes	G	6	0	0	0	0	0	6
197	P226	Public Transport Cippenham Commitment	G	47	47	66	0	0	0	160
198	P108	Public Transport Cippenham - Town Centre Corridor	G	99	0	0	0	0	0	99
199	P272	Stoke Poges Ln: Elliman Ave to Northern Rd Advisory Cycle Ln	G	37	0	0	0	0	0	37
200	P063	Stoke Rd/Mill St Junction Improvement	G	23	0	0	0	0	0	23
201	P273	Telford Dr/Chalvey High St Advisory Cycle Lanes	G	14	0	0	0	0	0	14
202		Sub-Total		1,678	417	231	1,260	1,445	1,660	6,691
203	P324	Cost Identification Scheme (Legal)	M	50	0	0	0	0	0	50
204	P201	Section 106 Cippenham Sector Dev. Infrastructure Works	G	44	0	0	0	0	0	44
205	P068	The Crown Relocation	M	6	0	0	0	0	0	6
206	P068	The Crown Relocation (Young Peoples Centre)	G / M	20	0	0	0	0	0	20
207		Sub-Total		120	0	0	0	0	0	120
208		Total Legal, Democratic & Development Services		3,766	2,360	1,783	2,887	2,984	2,181	15,961

GENERAL FUND CAPITAL PROGRAMME

Line	Capital Code	CAPITAL SCHEME	Source of Funding	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	TOTAL
				March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate	March 04 Estimate
				£'000	£'000	£'000	£'000	£'000	£'000	£'000
SOCIAL SERVICES										
209	P129	Building Portfolio Study	M	0	1	0	0	0	0	1
210	P228	Day Centre Elliman Avenue - Learning Disability Service	M	11	0	0	0	0	0	11
211	P265	Elmside, 1 Yew Tree Road - Refurbishment	M	16	0	0	0	0	0	16
212	P325	Garrick House - Refurbishment of Flats	M	48	2	0	0	0	0	50
213	P290	Increasing Access to IT for looked after Children	G	31	0	0	0	0	0	31
213	P224	Information Management in Social Services	G	130	0	0	0	0	0	130
214	P274	Integrated Challenging Behaviour Project (Priors Day Services)	G	83	31	0	0	0	0	114
215	P215	Langley Day Centre - Elliman Avenue	M	222	0	0	0	0	0	222
216	P267	Manor Lodge 2a Mildenhall Road- Toy Library	G / M	25	0	0	0	0	0	25
217	P043	Manor Lodge Adaptions	M	50	0	0	0	0	0	50
218	P245	Mental Health I.T. Systems & Capacity	S	38	0	0	0	0	0	38
219	P163	Mental Health Resource Centre	S / M	15	12	0	0	0	0	27
220	P346	Mental Health Team Works	S	81	0	0	0	0	0	81
221	P326	Refurbish Slough Family Centre	M	152	6	0	0	0	0	158
222	P327	Replace Hot/Cold Water at Wexham/Longcroft	M	51	12	0	0	0	0	63
223	P328	Replace Sunroom at Lavender Court - Priors Close	M	137	6	0	0	0	0	143
224	P329	Replace Windows Gurney House	M	94	16	0	0	0	0	110
225	P330	Replacement Children's Residential Home	M	34	606	0	0	0	0	640
226	P331	Replacement Client Information System for CRIS	M	250	1,250	500	0	0	0	2,000
227	P277	Reprovision of Residential Care Services for Older People	M	45	500	2,500	2,500	500	0	6,045
228	P275	Resource Centre - Severly Disabled Young People (Breakaway)	G	83	41	0	0	0	0	124
229	P268	Slough Family Centre - Minor Refurbishment Works	M	75	0	0	0	0	0	75
230	P333	Slough Supported Housing Partnership Initiative (Longcroft)	G / M	50	20	0	0	0	0	70
231	P180	Social Services I.T System	M	110	0	0	0	0	0	110
232	P179	Social Services Portfolio - Property Statutory Breaches	M	48	20	0	0	0	0	68
233	P351	Wexham House Extension (New Sangham Day Centre)	M	57	0	0	0	0	0	57
234	Total Social Services			1,936	2,523	3,000	2,500	500	0	10,459
235	TOTAL GENERAL FUND CAPITAL PROGRAMME			27,173	31,294	20,728	16,262	16,102	14,437	125,996

SOURCES OF FUNDING

M = Mainline Resources: BCA / Prudential Borrowing, Capital Receipts, Revenue Contributions & Major Repairs Allowance

S = Supplementary Credit Approvals

G = Capital Grants and Contributions

PRUDENTIAL INDICATORS

1. ESTIMATES OF CAPITAL EXPENDITURE

The estimates of capital expenditure to be incurred for the current and future years that are recommended for approval are:

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
	£'000	£'000	£'000	£'000	£'000	£'000
General Fund:						
CE / ACE / Finance	2,770	11,934	8,099	4,290	2,490	840
Housing & Neighbourhood	5,286	6,238	3,754	4,507	4,857	861
Learning & Cultural	13,087	7,970	3,592	1,078	5,271	10,555
LDD	3,766	2,205	1,783	2,687	2,799	2,181
Social Services	1,936	2,523	3,000	2,500	500	0
Gen. of Affordable Housing	3,009	2,663	3,847	2,000	2,000	0
Total non-HRA	29,854	33,533	24,075	17,062	17,917	16,437
HRA	5,071	6,610	5,136	4,945	4,825	0
Total Capital Programme	34,925	40,143	29,211	22,007	22,742	16,437

2. ESTIMATES OF CAPITAL FINANCING SOURCES

Although this indicator is not required by the Code, the Director of Finance is of the view that the Council should monitor this indicator so that the financing sources for the planned expenditure can be clearly identified. The estimates of different sources of capital finance are:

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
	£'000	£'000	£'000	£'000	£'000	£'000
Grants & Contributions	15,317	2,142	437	186	186	0
Capital receipts	7,736	15,260	6,530	2,000	9,055	9,000
Capital Fund	342	177	23	0	0	0
Revenue & Major rep. allow.	4,572	6,467	5,136	4,945	4,825	0
Credit Approvals/Borrowing	6,958	16,097	17,085	14,876	8,676	7,437
Total	34,925	40,143	29,211	22,007	22,742	16,437

3. **ESTIMATES OF CAPITAL FINANCING REQUIREMENT (CFR)**

The capital financing requirement (CFR) is a new concept in the Prudential System, but can simply be understood as the Council's underlying need to borrow money long term for capital purposes. However, this is distinct from the approved prudential borrowing limit, for the Council may have a capital financing requirement of £25M but if it can only afford to finance borrowing of £20M, then the approved prudential borrowing will be lower than the Capital financing requirement. The estimates of the end of year capital financing requirement for the Council for the future years is:

	31.3.2004	31.3.2005	31.3.2006	31.3.2007	31.3.2008	31.3.2009
CFR	£'000	£'000	£'000	£'000	£'000	£'000
HRA	-7,137	-13,887	-13,887	-13,887	-13,887	-13,887
GF	13,304	36,110	52,511	66,048	72,843	78,775
Total CFR	6,167	22,223	38,624	52,161	58,956	64,888

In accordance with the best professional practice, the Council does not associate borrowing with particular items or types of expenditure. The Council has adopted the CIPFA Code of Practice for Treasury Management and manages its treasury position in terms of its borrowing and investments in accordance with its approved treasury management strategy and practices. In day to day cash management, no distinction is made between revenue cash and capital cash.

4. **KEY PRUDENCE INDICATOR**

CIPFA's Prudential Code for Capital Finance in Local Authorities includes the following as a key indicator of prudence:

"In order to ensure that over the medium term net borrowing will only be for a capital purpose, the local authority should ensure that net external borrowing does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus estimates of any additional capital financing requirement for the current and next two financial years."

The Director of Finance does not envisage any difficulties in meeting this requirement for the current or future years. This view takes into account current commitments, existing plans and the proposals contained in this report and the Council's revenue budget and strategy report.

5. **ESTIMATED RATIO OF FINANCING COSTS TO NET REVENUE STREAM**

This indicator has been calculated as debt interest (both SBC and Ex-BCC Debt), borrowing refinancing costs, minimum revenue provision, depreciation for HRA and net of investment income and divided by the General Fund (GF) budget requirement for the GF element of costs and the total of HRA income for the HRA costs. The estimates of financing costs include current commitments and the proposals contained in this report, the Council's revenue budget and strategy report and the proposed treasury management function report elsewhere on this agenda.

	2003-04	2004-05	2005-06	2006-07
	%	%	%	%
Housing Revenue Account	30.02	21.38	20.58	19.92
General Fund	1.13	1.47	2.27	3.03

The above indicator is calculated gross of capital financing FSS. The Council normally receives RSG at a rate of 72% for the capital expenditure funded from borrowing. However it should also be noted that any borrowing above the government supported limit has to be fully funded by the Council. In addition, the RSG/FSS settlement is only announced on an annual basis. As the Council currently projects the revenue budget and strategy for three years ahead, the above indicator has been calculated for the period of 3 years as required by the CIPFA's Code.

6. **AUTHORISED LIMIT FOR EXTERNAL DEBT**

This indicator represents the maximum amount the Council may borrow at any point in time in the year and has to be set at a level the Council considers is **prudent**. The Director of Finance suggests that it is set at a level of existing debt, plus new borrowing required to fund capital expenditure plus a reasonable margin to allow for unusual treasury events. Although the Council does not currently have any finance lease liabilities, the Director of Finance suggests that a separately identified limit for potential future leasing liabilities is approved.

The recommended authorised limits for external debt are gross of investments and are consistent with the Council's current commitments, existing plans and proposals in this report and the treasury management policy and strategy reported elsewhere on this agenda. The Council is asked to approve these limits and to delegate authority to the Director of Finance, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value for money for the Council. Any such limits will be reported to the Council at its next meeting following the change. In taking its decision on this

capital budget report, the Council is asked to note that the authorised limit determined for 2004-05 will be the statutory limit determined under section 3(1) of the Local Government Act 2003.

AUTHORISED LIMIT FOR EXTERNAL DEBT

	2004-05 £M	2005-06 £M	2006-07 £M	2007-08 £M	2008-09 £M
Borrowing	49.8	68.0	82.2	89.4	93.4
Other Long Term Liabilities	2.0	2.5	3.0	3.5	4.0
Total	51.8	70.5	85.2	92.9	97.4

7. OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

The Council is also asked to approve the following operational boundary for external debt for the same time period. The proposed operational boundary for external debt is on the same estimates as the authorised limit but reflects estimates of the most likely, prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate. Within the operational boundary, figures for borrowing and other long term liabilities are separately identified. The Council is also asked to delegate authority to the Director of Finance, within the total operational boundary for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in similar fashion to the authorised limit. Any such limits will be reported to the Council at its next meeting following the change.

OPERATIONAL BOUNDARY FOR EXTERNAL DEBT

	2004-05 £M	2005-06 £M	2006-07 £M	2007-08 £M	2008-09 £M
Borrowing	47.4	64.8	78.3	85.1	91.1
Other Long Term Liabilities	2.0	2.5	3.0	3.5	4.0
Total	49.4	67.3	81.3	88.6	95.1

8. **INCREMENTAL IMPACT OF CAPITAL INVESTMENT DECISIONS**

In view of the Director of Finance, this indicator is most easily understood as if no capital programme had yet been approved for the following years. The indicator is then calculated by taking the estimates of capital in indicator 1 above, identifying the element to be funded from borrowing, calculate the debt charges and divide that by the tax base for Council Tax for GF capital Expenditure. For HRA capital expenditure, the whole of HRA capital expenditure will be funded from the Major Repairs Allowance (Grant/Subsidy) and revenue contributions and therefore will not impact the indicator for HRA.

INCREMENTAL IMPACT ON BAND D COUNCIL TAX PER ANNUM

	2004-05	2005-06	2006-07	2007-08	2008-09
Gross Incremental impact of the proposed capital budget before government support, savings & Council Tax Decisions.	£12.65	£40.66	£40.16	£31.13	£1.73

The above indicator is calculated gross of capital financing FSS (as the RSG/FSS settlement is only announced on an annual basis). The Council normally receives RSG at a rate of 72% for the capital expenditure funded from borrowing. However it should also be noted that any borrowing above the government supported limit has to be fully funded by the Council and does not take account of revenue savings identifies as part of the business planning process to offset the final impact of the borrowing costs to the Council and the Council Tax position.

9. **TREASURY MANAGEMENT**

The Council has adopted CIPFA's Code of Practice on Treasury Management and the Treasury Policy Statement and Strategy contains upper and lower limits for fixed and variable interest rate exposure for net outstanding principal sums. In summary, the Director of Finance will manage fixed interest rate exposures within the range 75% to 100% and variable interest rate exposures within the range 0% to 25%. The treasury strategy also sets out the maturity structure of Council's borrowing and the limits on long term investments.