

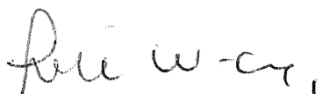
Date of issue: Friday, 10 December 2021

MEETING	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Financial Governance, Economic Development & Council Plans
	Councillor Akram	Deputy Leader of the Council and Cabinet Member for Leisure, Culture & Communities
	Councillor Anderson	Sustainable Transport & The Environment
	Councillor Bains	Regulation & Public Protection
	Councillor Carter	Customer Services & Corporate Support
	Councillor Hulme	Children's Services, Lifelong Learning & Skills
	Councillor Mann	Housing, Highways, Planning & Place
	Councillor Pantelic	Social Care & Public Health
DATE AND TIME:	MONDAY, 20TH DECEMBER, 2021 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL	
DEMOCRATIC SERVICES OFFICER:	NICHOLAS PONTONE	
(for all enquiries)	07749 709 868	

In consultation with the DLUHC-appointed Commissioners, the Council Leader will be making changes to the portfolios and responsibilities of members of his Cabinet. The updated portfolios will be confirmed by the Leader prior to the meeting and will be confirmed in the report to Cabinet (item 3).

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive



sustainable
forest

AGENDA

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
1.	Declarations of Interest <i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>	-	-
2.	Minutes of the Meeting held on 15th November 2021	1 - 8	-
3.	Cabinet Portfolios and Responsibilities	To Follow	All
4.	Climate Change Strategy & Action Plan	9 - 24	All
5.	Adult Social Care Transformation Update and Procurement	25 - 34	All
6.	Procurement of services with the voluntary sector for prevention and carer support	35 - 46	All
7.	References from Overview & Scrutiny	To Follow	All
8.	Notification of Key Decisions	47 - 60	All

Key:

Key Decisions – Bold

Non-Key Decision - Unbolded

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.



AGENDA
ITEM

REPORT TITLE

PAGE

WARD

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

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

Covid-19: To accommodate social distancing there is significantly restricted capacity of the Council Chamber and places for the public are very limited. We would encourage those wishing to observe the meeting to view the live stream. Any members of the public who do wish to attend in person should be encouraged to contact the Democratic Services Officer.

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Cabinet – Meeting held on Monday, 15th November, 2021.

Present:- Councillors Swindlehurst (Chair), Akram (Vice-Chair), Anderson, Bains, Carter, Hulme, Mann and Pantelic

Also present under Rule 30:- Councillor Strutton

PART 1

41. Declarations of Interest

No declarations were made.

42. Minutes of the Meeting held on 18th October 2021

Resolved – That the minutes of the meeting of the Cabinet held on 18th October 2021 be approved as a correct record.

43. DLUHC Reviews and Intervention

The Cabinet received a report that set out a summary of the recommendations in the Department for Levelling Up, Housing & Communities (DLUHC) governance and CIPFA reviews and the appointment of commissioners to Slough for three years.

The Leader stated that the Council had formally responded to the two reports. The Council had accepted the reports in full and good initial progress had been made to address each of the recommendations. Intensive work had been carried out in recent months to address the severe financial challenge facing the Council and this would continue as part of the recovery and renewal process.

The Council had welcomed the appointment of commissioners and the Cabinet noted that it was expected the Government would appoint two or three commissioners to be in place by the end of November. Lead Members commented on the reports and asked whether further steps could be taken to accelerate progress on the Council's recovery. A comprehensive response to each recommendation was set out in a report elsewhere on the agenda, which would also be considered at full Council on 23rd November, and there would be a series of challenging decisions in the future for Members to consider.

Speaking under Rule 30, Councillor Strutton confirmed that the Conservative Group also accepted the findings of the reports. He commented that the Council leadership should support the Commissioners without obstruction and that some of the basic failings identified in the governance report, such as IT, needed to be urgently addressed. The Leader responded, including to confirm that the Cabinet would work constructively with the new commissioners in the same way as the Council had done with the children's

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services commissioner. The work being done by the Executive Board to address IT issues was noted.

At the conclusion of the discussion the Cabinet noted the report.

Resolved – That the report be noted and preparations be made to support the arrival of commissioners who were expected to be appointed for a period of three years by the Secretary of State for Department for Levelling Up, Housing & Communities (DLUHC) in the coming weeks.

44. Recovery and Renewal Plan - Update

The Director of Finance introduced a progress report on the work being undertaken to improve all aspects of the Council's financial position and underlying financial and governance processes. The Cabinet was requested to refer the report to full Council on 23rd November 2021.

The report included a detailed set of appendices outlining progress on various matters including the statement of accounts and year-end close; budget setting; companies; internal audit action tracking; financial systems; the finance team; revenues and benefits and the PFI review. The report also included the responses and progress tracking on the CIPFA Review, DLUHC governance review, Grant Thornton recommendations and further DLUHC recommendations.

Lead Members welcomed the comprehensive update and discussed the report in detail. The Director of Finance and his team was thanked for the significant progress they had made in identifying the extent of financial issues and practice and a query was raised about whether there was sufficient capacity to carry out the substantial amount of work to be done in future. In response the Director of Finance confirmed that additional resources had been provided to bring in the necessary expertise in the short to medium term and that a full restructure of the finance team would be carried out to put in place the capacity and capability required in the longer term. There was a discussion about the review of the PFI contract with schools and clarification would be sought on the on the number of years left to run. A query was raised about the cost of commissioners, which would be borne by the Council, and it was estimated to be in excess of £1m over a three year period, based on two commissioners being appointed.

Speaking under Rule 30, Councillor Strutton expressed views on several aspects of the report, including why the savings previously promised by bringing customer services and environmental services back in house had not been achieved. The Leader and Executive Director of Place & Community responded to the points raised and explained the work done to stabilise environmental services and seek out both savings and income generating opportunities since it came back in house in December 2017. Councillor Strutton asked about the timing of any change to the electoral cycle. The Leader highlighted that the working group set up in 2020 had agreed to

consult on the proposal to move to whole council elections and that consultation was currently underway with residents. It would not be realistic to implement any change, if agreed, for the borough elections in 2022, but it could be changed by 2023 subject to the response to consultation, views of the commissioners and decisions of full Council. Councillor Strutton had also commented on the PFI review of schools and it was responded that the external reviews had stated the contracts were generally well managed but the issue was addressing the historic financial gap from when the contracts had originally been agreed in 2007.

The Cabinet discussed a number of other issues including the work being done on companies governance and on the Dedicated Schools Grant. At the conclusion of the discussion the Cabinet noted the updates and agreed to recommend the comprehensive report to full Council on 23rd November 2021.

Resolved – That the current position on the Finance Recovery Plan be noted and that the report be recommended to Council.

45. Revenue and Capital Budget Monitoring Report - 2021/22 (Period 6 - September 2021)

The Director of Finance summarised the revenue and capital budget monitor which set out the current financial position as at the end of September 2021, and forecast for the 2021/22 financial year. The report also highlighted the key financial risks.

The current forecast for the 2021/22 planning savings was a small net overspend of £0.02m, although it was recognised that based on the Section 114 notice as at 2nd July 2021 the General Fund balance was forecast to be a cumulative deficit of £111m at 31st March 2022.

Lead Members commented that the significant amount of work that had gone in to deliver the planned savings for 2021/22, and to close the savings gaps for 2022/23, was demonstrating progress in stabilising the financial position. The Leader highlighted that work on the Medium Term Financial Strategy had commenced. It was noted that there would be parts of corporate services, such as IT, which would need investment to support service delivery and wider savings plans.

The Cabinet noted the report.

Resolved – That Cabinet note the following information:

- Based on the S114 notice as at 2nd July 2021 the General Fund balance was currently forecast to be a cumulative deficit of £111m as at 31/3/22.
- The current forecast for 2021/22 planned savings was a net overspend position of £0.02m.

- The DSG balance was forecast to be a cumulative deficit of £24.2m as at 31/3/22, this forecast deficit position has increased recently by circa £0.238m compared to month 5.
- At 30 September 2021, the HRA was forecasting a net surplus of £0.950m for 2021/22, however this may change as work progresses on the Business Plan.
- The forecast capital programme outturn for the General Fund for 2021/22 is currently £50.6m, of which £19.4m was to be financed from new borrowing.
- The forecast capital programme outturn for the HRA for 2021/22 was currently £12.9m

It was noted, however, that there were significant Council wide uncertainties in the current forecasts, which as well as being subject to ongoing monitoring, verification and challenge were also heavily dependent on the accuracy of information and continued emerging issues. Service specific risks were noted in section 3.3. In particular Council wide issues were:

- year-end Statements of Accounts for 2018/19, 2019/20 and 2020/21 had yet to be finalised and audited. Further adjustments to these accounts may impact on the financial position as currently reported.
- the capitalisation direction as previously reported had been under continuous review since July and remains so. At this stage the work was ongoing but it was highly likely that the £111m cumulative deficit as at 31/3/22 would be increased as would the total forecast deficit previously reported as £174m in the S114 notice and updated to Council as likely to be above £200m. The impact on corporate budgets remained to be determined as part of that review. The emerging issues that would need to be funded by an additional capitalisation direction were likely to include by way of example:
 - further funding of the Council's Minimum Revenue Provision
 - pay award of 1.75% for the Council and Children's Company and other revenue pressures
 - inadequate provisions and contingencies
- Covid-19 was an ongoing issue and a £6.4m contingency was built into the 2021/22 GF budget to cover any additional expenditure or loss of income as a result of ongoing lockdown measures. It was assumed that any

additional expenditure would be compensated for with COVID grants, but this had yet to be confirmed by DLUHC.

46. Household Support Fund

The Cabinet noted that the Department for Work & Pensions had announced £500m of new funding to support vulnerable households through the winter. The Director of Finance introduced a report that set out the Council's proposed policy to utilise Slough's share of this grant.

The grant was to be administered between 6th October 2021 and 31st March 2022. Lead Members welcomed the funding and requested that a realistic figure be set aside from the grant to administer the scheme and that every effort should be made to allocate all of the available funding to vulnerable families in Slough by the end of March.

The Cabinet noted the report and agreed the policy.

Resolved – The following was noted in respect of the scheme:

- (a) That the Council's share of the Household Support Fund was £1,177,691.53.
- (b) That the Section 151 Officer would certify and submit Management Information returns to the DWP in December 2021 and March 2022 in order for the Council to receive its allocated share of the grant funding.
- (c) That the funding was accessible to residents and households in Slough from 06 October 2021 to 31 March 2022.

That it be agreed:

- (d) That the policy at Appendix A to the report be approved.
- (e) That delegated authority be given to the Executive Director of Corporate Operations, following consultation with the Leader, to review and make minor changes to the policy.

47. Digital Signage Project

The Executive Director of Place & Community introduced a report that set out the potential for enhancing open space and highway land, and generating income, through a digital signage project.

Prior to the commencement of the discussion, Councillor Carter stated that he would abstain for discussion and decision on the matter as he may in future

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seek to use the advertising opportunities under the policy for his own business.

Lead Members recognised the income potential and expressed various views about the aesthetic merits of digital advertising in certain locations. A query was raised about consultation and it was responded that each site would be subject to consultation as part of securing planning permission. Lead Members discussed the policy and particularly whether it should be strengthened to include any further controls to restrict the type and appropriateness of advertisements that may be contrary to the Council's values. These could include adverts with political or religious views or, for example, limitations of fast food advertising near schools. It was noted that adverts would need to meet recognised industry standards.

The Cabinet agreed the recommendations, including the policy, in principle and requested that scrutiny consider the policy. It was agreed that the delegated authority should include consultation with the relevant Lead Members.

Resolved –

- (a) That the advertising policy attached at Appendix 6 to the report be approved, subject to a review of the policy by scrutiny.
- (b) That the use of Slough Borough Council owned Land Assets and highway land listed in Appendix 1 be approved for advertising and public realm sponsorship to make best use of the Council's assets in accordance with the policy at Appendix 6 and subject to following statutory processes and obtaining relevant statutory consents (e.g. planning approval).
- (c) That delegated authority be given to the Strategic Director for Place, following consultation with the Lead Members for finance and enforcement portfolios, to:
 - (i) Seek and select suitable third party providers for each of the advertising and public realm sponsorship opportunities identified in Appendix 3 in compliance with the Council's Contract Procedure Rules and any applicable procurement regulations.
 - (ii) Grant permission under the Highways Act 1980 ("HA 1980") to third party providers to erect advertising hoardings on highway land and to place advertising on existing structures on a case by case basis in accordance with the policy at Appendix 6 and subject to following the statutory processes and obtaining all relevant consents including compliance with any necessary planning conditions.
 - (iii) Enter into appropriate lease or licence arrangements with third party providers for the provision of suitable advertising displays at

specified locations identified in Appendix 3 to facilitate the policy intentions set out in Appendix 6.

(iv) Make necessary amendments to the contractual arrangements entered with providers.

48. References from Overview & Scrutiny

There were no references from Overview & Scrutiny. It was noted that the outstanding reference from the Place Scrutiny Panel (28th September) on asset disposals would be included in a report to Cabinet in December 2021.

The Cabinet would receive a report summarising the comments of scrutiny on draft budget proposals prior to budget decisions being made.

49. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 15th October 2021 which set out the key decisions expected to be taken by Cabinet over the next three months.

Resolved – That the published Notification of Key Decisions be endorsed.

Chair

(Note: The Meeting opened at 6.31 pm and closed at 7.57 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th December 2021
SUBJECT:	Climate Change Strategy and Action Plan
CHIEF OFFICER:	Richard West, ED Place and Community
CONTACT OFFICER:	Charles Campbell, Principal Environment Officer
WARD(S):	All
PORTFOLIO:	Sustainable Transport and The Environment
KEY DECISION:	YES
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES: (see Appendix Pack)	1: Climate Change Strategy and Action Plan Report 2: Climate Change Action Plan Sheet

1 Summary and Recommendations

On 23/07/2019 Slough Borough Council declared a motion on Climate Change. In the motion the Council recognised the UK Government and Local Government Association's declaration of a national 'climate emergency' and committed to developing a Climate Change Strategy and Action Plan. Following this on 21/06/2021 Slough Borough Council adopted the Climate Change Strategy Vision paper, which outlined a target of borough wide carbon neutrality by 2040, with a stretch target of 2030. The Climate Change Strategy and Action Plan, which sets out the challenge of how to meet these targets, has now been prepared and is being submitted to cabinet for adoption.

Recommendations:

The Cabinet is requested to resolve that the Climate Change Strategy and Action Plan be adopted.

Reason:

The Climate Change Strategy and Action Plan provides a detailed analysis of how Slough will meet its commitments to becoming carbon neutral and to stop its contribution to climate change. The strategy and action plan also outlines how Slough will adapt to the risks posed by climate change.

2 Report

2.1 Introduction

It is now widely agreed that climate change poses an unprecedented threat, and that action is required across all aspects of society. Most recently, this has been communicated by the Intergovernmental Panel on Climate Change's (IPCC) Sixth Assessment Report, which states that 1.5 °C of warming is now unavoidable, but that strong action can still limit climate change, and with radical action, temperatures could stabilise in 20-30 years. The recognition of urgency is no longer just a message from environmental groups, but is being reiterated by residents, governments and businesses.

In 2019, Slough Borough Council declared a motion on climate change, recognising the growing urgency for climate action across the borough. The Council has set an ambition for the borough to be carbon neutral by 2040, with a stretch target of 2030. The Climate Change Strategy and Action Plan explores the actions the borough will need to consider to meet its net zero ambition. Adaptation to the impacts of climate change are also considered.

Delivering the Climate Change Strategy and Action Plan will enable Slough to achieve the following objectives:

1. Slough Borough Council's target of borough wide carbon neutrality by 2040, with a stretch target of 2030 set in the Climate Change Strategy Vision paper.
2. The 5 objectives set out in the motion on climate change including:
 - a. Reducing emissions from our estate and operations
 - b. Reducing energy consumption and emissions by promoting energy efficiency measures, sustainable construction, renewable energy sources, and behaviour change
 - c. Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion, and encouraging behaviour change
 - d. Reducing consumption of resources, increasing recycling and reducing waste
 - e. Supporting council services, residents and businesses to adapt to the impacts of climate change.
3. To support Slough's 2040 Vision which outlines that Slough will be a carbon neutral and sustainable town.
4. To support delivery of the Climate Change Act 2008, which was updated to reach Net Zero by 2050, with an interim target of a 78% reduction by 2035.

2.2 Policy context

On 23/07/2019 Slough Borough Council declared a motion on Climate Change:

Climate Change¹

This Council notes the UK Government and Local Government Association's declaration of a national 'climate emergency', recognises that there is a growing

¹ SBC Climate Change Motion: [Minutes Template \(slough.gov.uk\)](https://www.slough.gov.uk/minutes-template)

urgency for national and international action to combat climate change, and commits to developing a Climate Change Strategy and Action Plan that will address the causes and consequences of climate change in Slough by tackling 5 key objectives:

- *Reducing emissions from our estate and operations*
- *Reducing energy consumption and emissions by promoting energy efficiency measures, sustainable construction, renewable energy sources, and behaviour change*
- *Reducing emissions from transport by promoting sustainable transport, reducing car travel and traffic congestion, and encouraging behaviour change*
- *Reducing consumption of resources, increasing recycling and reducing waste*
- *Supporting council services, residents and businesses to adapt to the impacts of climate change.*

To date, Slough Borough Council have developed several responses to the motion on climate change:

Carbon Management Plan 2020-2030: The Carbon Management Plan introduces measures to reduce carbon emissions across the council's own operations to achieve carbon neutrality by 2030.

Climate Change Strategy Vision: The Climate Change Strategy Vision was approved by cabinet on 21/06/2021 and sets the target of borough wide carbon neutrality by 2040, with a stretch target of 2030.

Slough 2040 Vision: The Slough 2040 Vision outlines the ambitions for the future of Slough. The vision outlines that Slough will be a carbon neutral and sustainable town and addresses the ambition for the borough to become more environmentally friendly, from tackling carbon emissions to improving biodiversity and renewable energy capacity.

The Slough 2040 Vision states that Slough will:

- Have attractive, green neighbourhoods, which bring people together
- Be a globally connected town, with a transport system which prioritises public and active transport
- Have a strong, globally renowned economy, which supports its people to prosper and live well
- Be a healthy town, where people are supported to live empowered lives

Other relevant policies produced by Slough Borough Council include:

Slough's Local Plan 2040: The new Local Development Plan for Slough sets out the long-term overall vision for how the borough should develop. The new Local Plan updates building design and construction policy to improve energy efficiency, minimise energy use and install low or zero carbon energy supply.

Five Year Plan 2025: Outcome two of the Five Year Plan 2025 prioritises the health and wellbeing needs of residents through increased activity, the

improvement of outdoor and indoor leisure facilities. Additionally, outcome five prioritises a modal shift to sustainable forms of transport across the borough.

Slough Inclusive Growth Strategy 2020-2025: Slough's Inclusive Growth Strategy focuses on quality employment and education augmented by a greater living and working environment. The Strategy also includes Slough's Climate Challenge, which provides a platform to showcase climate change progress by activating local innovators to tackle pressing issues and leveraging local entrepreneurs and established businesses.

Slough's Covid Recovery Strategy: In March 2021, Slough Borough Council outlined the Council's pathway for recovery following the COVID-19 pandemic. The strategy detailed the Council's plan for renewal, which will also contribute to Slough becoming a carbon-neutral and sustainable town.

Slough's Recovery and Renewal Plan

The Slough's Recovery and Renewal Plan aims to achieve financial sustainability in the council. The plan is structured around the eight themes of the 2040 Vision, which includes that Slough will be a carbon neutral and sustainable town.

National policy context – The Climate Change Act 2008

The Climate Change Act 2008 introduced a legally binding target for the UK to reduce GHG emissions by 80% by 2050. In June 2019, the target was updated to reach net zero by 2050. The Carbon Budget Order 2021 came into force on 24 June 2021 sets a target to cut GHG emissions by 78% by 2035 compared to 1990 levels.

International policy context – The Paris Agreement

The Paris Agreement set the international target to limit global temperature rise to well below 2°C with the aim of 1.5°C above pre-industrial levels. The IPCC's follow up report stated that this requires a global reduction in GHG emissions of 45% by 2030.

2.3 Developing the strategy

2.3.1 Governance

Progress of the strategy was overseen by the Climate Change Strategy and Action Plan Delivery Group, chaired by the lead member for The Environment, Cllr Anderson. Progress in the development of the strategy was also reported to the Environmental Strategic Board.

2.3.2 External support

To support the delivery of the strategy the Council procured the sustainability consultancy Anthesis who demonstrated extensive experience in delivering similar strategies for other local authorities.

2.3.3 Engagement

As part of the strategy's development, the Council alongside Anthesis, carried out a series of online engagement workshops to gain stakeholder views on the actions proposed, as well as identify key barriers and enablers to climate change action. The workshops aimed at engaging the following key stakeholders:

- Council service teams including Housing, Planning, Transport and Waste Services
- Schools and Colleges across the borough

- Public services
- Residents and community organisations
- Private sector organisations including SMEs and larger corporations

Each two-hour workshop consisted of a brief introduction to Slough’s climate change commitments and the borough’s current emissions profile, followed by three breakout sessions where themes of action were discussed. The figure below shows the key stakeholders that were invited.

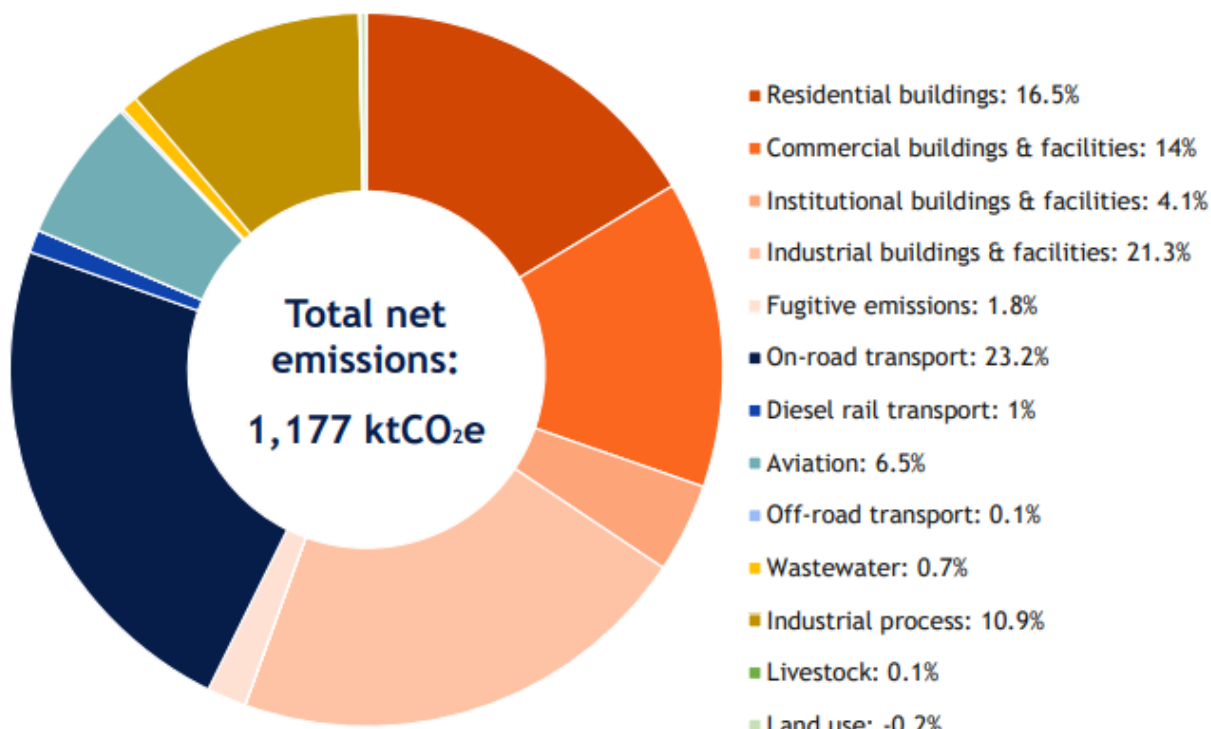
Workshop Theme	Key Invitees
1. Buildings, Planning & Energy Supply	The Council’s Planning and Asset Management Teams, Slough Urban Renewal, MUSE, James Elliman Homes, National Grid, SSE, Greater South East Energy Hub
2. Transport	The Council’s Transport, Planning and Environment Teams, Highways England, National Rail, GWR, First Group, Thames Valley Buses, Redline Buses
3. Waste & Circular Economy	The Council’s DSO, Planning and Environment Teams, SSE, Grundon’s, Viridor, Thames Water
4. Natural Environments	The Council’s Asset Management Team (Parks & Environment) and Planning Teams, Berks Bucks & Oxon Wildlife Trust, Wildfowl and Wetland Trust, Canal & River Trust
5. Residents, Community Groups and Youth Groups	A proportionate representation of Slough’s residents encompassing different backgrounds such as age and religion, Youth Parliament, Young Inspector, Climate Action Groups
6. Public Services	NHS Trusts, Thames Valley Police, Royal Berkshire Fire and Rescue, Thames Water, Paradigm Housing, Sovereign Housing Association, Schools and Colleges
7. Businesses & Private Services	Thames Valley Chamber of Commerce, Slough Business Community Partnership, Slough BID, Thames Valley Berkshire LEP, Berkshire Business Growth Hub and several other key private businesses.

Following the completion of the draft strategy the same stakeholders were consulted for feedback on the strategy. This feedback process lasted over a month and extensive feedback was provided by: the public, staff, councillors, and the private sector including SEGRO and SSE.

Overall feedback was positive. Comments were provided relating to emphasizing certain actions such as investment in renewable energy technologies and tree planting. Concerns were also raised about the Councils ability to deliver the strategy with its current financial challenges as exemplified by the Section 114 notice. However, this strategy and action plan does not commit to additional expenditure as each action with a cost implication will require its own business case. In addition, feedback from the private sector raised concerns about specific actions relating to data centres and technical challenges relating to buildings. Also, the private sector wishes to work with the Council to achieve realistic solutions.

2.4 Slough's carbon emissions

In 2018 (data published June 2020), Slough's energy system was responsible for net emissions totalling 1,177 ktCO₂e. The majority resulted from buildings & facilities (57.7%) and transport (30.8%). These emissions will need to be reduced to net zero to achieve the Council's targets.



2.5 Slough's emission reduction pathways

The emissions modelling in this report has been achieved through the application of Anthesis' SCATTER Inventory and Pathways Tool. The SCATTER Tool is an information source designed to help local authorities understand their emissions profile and inform priorities for emissions reduction. It has been used by over 300 local authorities to date.

The graph below shows two possible future emissions pathways for Slough as modelled by the SCATTER Pathways Tool. This is compared against the reductions required by the Paris Agreement. Despite applying the most ambitious interventions in SCATTER for Slough, emissions remain in the energy system.

The blue line represents Business as usual (BAU), where only a 23% reduction in emissions is achieved by 2040. Slough's High Ambition Pathway (green line) indicates 441 ktCO₂e will remain in the energy system in 2030 and 245 ktCO₂e remain at 2040. Finally, to achieve a Paris Agreement aligned target (red line) the borough must achieve a reduction in emissions of 12.7% annually. This signals the need for radical action, focussing on the interventions outlined in SCATTER, but also going beyond. Carbon offsetting may also be explored.

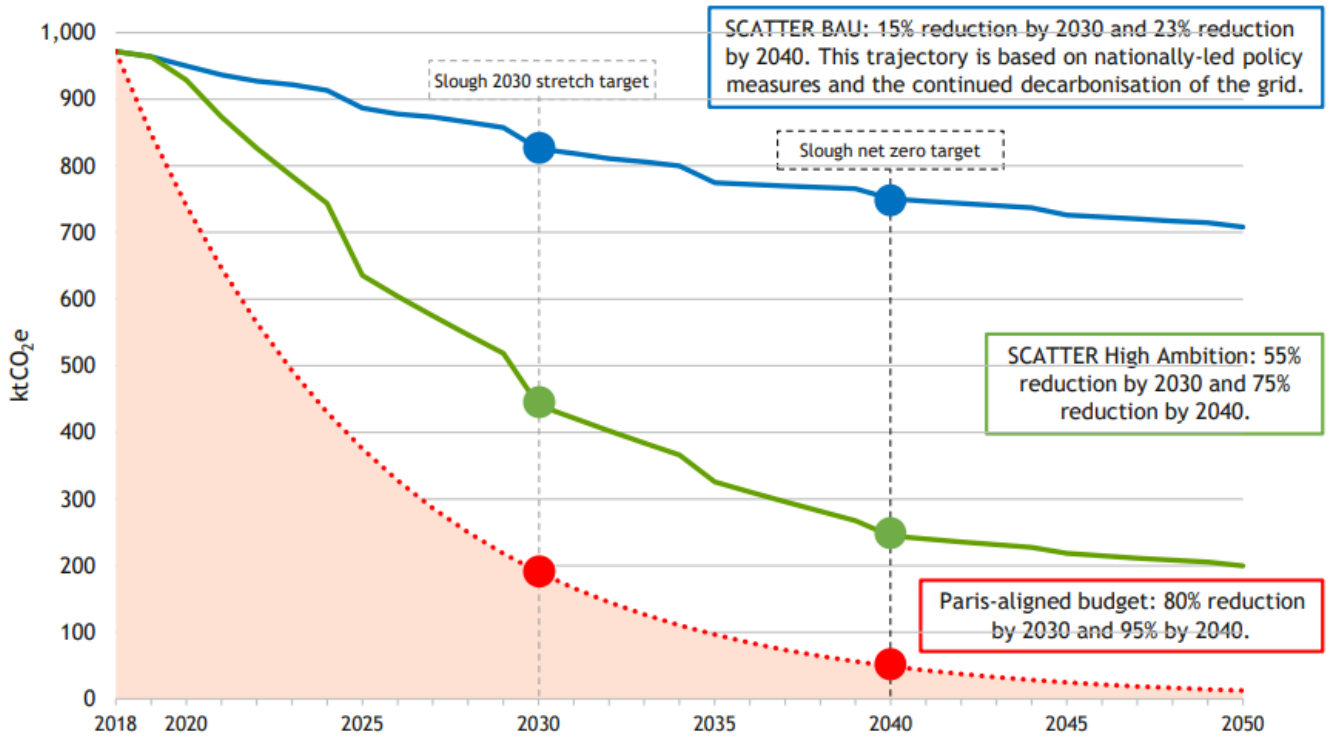


Figure 5.1: Future emissions pathway for Slough (2019 - 2050), with Slough’s 2030 stretch target and 2040 target highlighted.

For reasons of reliability, cost, and impact, Slough will need to prioritise the actions detailed in this report, which are based on a calculated “High Ambition” pathway. Detailed below are some of the ways it may be possible to “close the gap” in emissions:

- Technological innovation and marginal improvements
- Accelerated and increased deployment
- Offsetting & Insetting

2.6 The Action Plan

The plan sets out recommendations for action across several areas highlighted below.



Buildings

- Improved energy efficiency
- Shifting off gas heating systems
- Low carbon and energy efficient cooking, lighting and appliances



Industry

- Innovative technologies
- Industry support



Transport

- Travelling shorter distances
- Driving less
- Switching to electric vehicles
- Improving freight emissions
- Reducing aviation emissions



Natural Environments

- Increased tree coverage & tree planting
- Land use management
- Sustainable consumption
- Offsetting strategy



Waste

- Reducing the quantity of waste
- Increasing the recycling rate



Energy Supply

- Increased wind capacity
- Increase solar photovoltaic (PV) capacity
- Increase the capacity of other renewable technologies



SBC's Wider Influence

- Council behaviour change and influencing suppliers
- Leading change in the borough
- Lobbying national government



Climate Adaptation

- Improving resilience to:
- Flooding
 - High Temperatures
 - Water shortages

Each action will contribute to achieving the Council's objective of borough-wide carbon neutrality. For each action details are provided which include; the Council's role, the key stakeholders for the action, the impact of the action, the timescale to implement the action, and the actions complexity. Local and national case studies for actions are also provided.

Example actions from each category include:

- **Buildings:** Update policy to ensure any new properties built in the council's portfolio are built to the highest energy efficiency standards e.g. Passivhaus standard
- **Transport:** Implement planning policy and support developers to build developments that reduce the need for travel, making sure people can access amenities without a car e.g. walkable, or "15 minute" neighbourhoods
- **Waste:** Ensure emissions reduction and waste reduction is a key priority in the council's waste strategies, decisions and investments
- **Industry:** Work collaboratively with the Thames Valley Berkshire LEP to deliver the industrial strategy, particularly focusing on the clean growth challenge
- **Energy:** Investigate suitable opportunities for installing solar panels on council-owned buildings or ground mounted on council owned land where feasible
- **Natural Environments & Offsetting:** Develop a long-term strategy to protect and manage existing urban trees and woodland in the borough, especially trees planted as part of the Urban Forest Project
- **The Council's Wider Influence:** Deliver Carbon Literacy Training, or a similar programme, to all Council staff & members and incorporate this training into the staff onboarding process

Each action may deliver co-benefits beyond reducing carbon emissions, which are also discussed. These co-benefits may be economic, social or environmental in nature.

Slough Borough Council cannot meet its target on its own and will need input from stakeholders across the borough. Actions in the plan are divided into those for which the council is solely responsible, and those where the council has a role in engaging and influencing others. Key stakeholders are also indicated.

The capital cost of achieving all the carbon mitigation actions outlined is estimated to be over £3 billion, but the actions could also result in operational expenditure savings in excess of £4 billion. This is a high-level cost estimate to decarbonise the whole borough and the adoption of this strategy is not committing to this expenditure.

The strategy also concludes that the Council will need 30 Full Time Equivalent (FTE) roles in place to deliver the action plan in its entirety. Decarbonising will also offer co-benefits across wider economic, social and environmental spheres. It is essential that these savings and co-benefits are considered in making the case for action.

2.7 Adaptation to climate change

In Slough Borough Council's 2019 motion on climate change, the council committed to developing the Climate Change Strategy and Action Plan. Among the 5 key objectives of Slough's motion on climate change, the plan seeks to address the need to adapt to the impacts of climate change: "*Supporting council services, residents and businesses to adapt to the impacts of climate change.*"

To address this objective a risk assessment has been carried out, which is intended to give a high-level overview of areas of key climate risk in Slough, rather than a comprehensive view of all risks. In launching this work, the 2017 Climate Change Risk Assessment (CCRA 2017) was reviewed and noted six key areas of interrelated climate change risk.² Of these risks, three were most relevant to Slough:

- Flooding, and risks to communities, businesses and infrastructure
- High temperatures, and risks to health, wellbeing and productivity
- Risks from shortages in public water supply

The strategy proposes a series of actions for each risk which include:

- **Flooding:**
 - Building on the latest Slough Flood Risk Assessment, update the Surface Water Management Plan (2012) to set latest priority areas for flood action in Slough. This could form part of a dedicated Adaptation Strategy Report for Slough
 - Make more sustainable design a requirement for new developments in Slough, with contributions towards flood protection such as enhanced tree coverage and improved drainage.
- **High temperatures:**
 - When maintaining natural spaces (such as parks), consider the resilience of species to high temperature and promote planting of more heat-resilient species.
 - Undertake an assessment to identify at-risk community areas (e.g. more deprived neighbourhoods), and community groups (e.g. the elderly). Focus education and safety campaigns in these locations
- **Water shortages:**

² [UK Climate Change - Risk Assessment 2017 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/612122/UK_Climate_Change_-_Risk_Assessment_2017.pdf)

- Encourage households and businesses to use water saving devices such as low-flow taps, and cistern bags, to prevent unnecessary water usage.
- Design a future emergency plan for events of interruption in water supply

In addition to listing actions that the Council can take to address these risks, the report sets out the economic, social and environmental aspects of each of these risks. Local and national case studies are also provided.

2.8 Next Steps

2.8.1 Prioritisation

Should this strategy be adopted then it will move into the delivery phase. The first step will be to carry out a prioritisation exercise to establish which actions should be pursued first. Based on carbon savings potential, the priority areas for action are improving building efficiency, reducing emissions from road transport, and increasing renewable energy supply. It is imperative that the council acts as a leader in the borough to facilitate wider change. Adaptation to the impacts of climate change is also considered high priority. The council should now undertake a full action prioritisation exercise based on the metrics provided in the plan.

The action plan sets out the key stakeholders for each action so, subject to Cabinet agreeing to the strategy's adoption, actions will be distributed to the identified lead stakeholder which will oversee delivery. For example, the action; "Encourage newly built public sector developments to be to the highest energy efficiency standards e.g. Passivhaus standards" identifies the Planning Policy Team as the key stakeholder so delivery of this action will be the responsibility of this team.

2.8.2 Resources

The total capital expenditure required to achieve carbon emissions reductions on the scale required by the High Ambition pathway is in excess of £3.2bn. Operational costings analysis indicates that over £4.1bn worth of potential savings may also be realised, most significantly in the transport sector. The table below summarises the results of the costings analysis.

Capex (k£)	Opex (k£)	Description of cost
490,250	NE	Retrofitting existing households with wall insulation
90,350	-87,750	Retrofitting household heating systems with electrified systems over gas boilers; opex represents fuel bills
35,800	NE	Constructing new-build homes to PassivHaus standard, rather than Part L
188,250	NE	<i>Retrofitting new-build homes to PassivHaus standard having constructed to Part L</i>
-	3,950	Additional fuel bills as a result of switching to electrified cooking systems in domestic households
179,200	-2,750	Retrofitting non-domestic buildings with energy efficiency measures
31,000	53,000	Retrofitting non-domestic heating systems with electrified systems over gas boilers; opex represents maintenance but not fuel costs
286,150	-	New transport infrastructure for on-road vehicles and rail
-	-690,500	Demand reduction and efficiency gains in the transport sector
1,369,050	-3,907,000	New on-road vehicles and rail transport
699,800	569,800	Installation & maintenance of local renewable energy sources
-	-35,300	Savings in gate fees as a result of increased recycling and reduced overall volume of waste
250	150	Planting & maintenance of additional new woodland
9,050	NE	Scaled portion of UK-wide action for decarbonising industry
3,190,900	-4,109,650	Total estimated costs

Meeting the demands of this significant investment in future years is not the sole responsibility of the council. Whilst a key actor in terms of leading progress and shaping the borough's emissions reductions, bearing the cost of that transition is the responsibility of the entire borough. Certain actions naturally lend themselves to public sector investment, such as public transport, whilst others are led by businesses and residents, such as renewable energy installations or purchasing electric vehicles.

Throughout the report, indications are given of the staff resource required- this totals over 30 FTE across the organisation, should all actions be undertaken. There are also opportunities to adapt current roles in line with the plan, and this should be considered.

Adaptation is treated separately and is not included in the above costings. However, the resource requirement for staff is laid out in the table below.

Adaptation Action Area	Staff Costs
Flooding	0.65 FTE
High Temperatures	1 FTE
Water Shortages	0.6 FTE

The Council's current financial situation restricts the Council's ability to finance new projects and staff through available resources and borrowing. Therefore, until the Council is able to finance additional expenditure, the council will be reliant on alternative sources of funding and resources. These include; grant funding sources such as Salix, funds acquired through development schemes such as Section 106, and existing resources.

There are no immediate financial implications if this strategy is adopted. Utilising the existing role of Principal Environment Officer will enable the distribution of actions and monitoring of the strategy's progress against its targets. However, each respective action in the action plan may have a resource implication that goes beyond existing resource availability. The outcome of actions may yield an income (such as renewable energy schemes), produce savings (such as energy efficiency measures) or be a direct cost (such as boiler replacement). Evaluating what those resource implications are beyond high level estimates is beyond the scope of this strategy, however as stated above if all actions were delivered it is estimated that greater savings would be achieved than the overall cost.

As the first step (subject to the strategy being adopted) will be to carry out a prioritisation exercise of which actions to pursue first, there is no assigned timeline for when actions listed in this plan are to be delivered. Therefore, resource availability will have to be a key consideration when carrying out this exercise. However, it is important to note that the SCATTER modelling demonstrates that even if all actions were pursued the target of borough-wide carbon neutrality would still not be accomplished by 2040 without radical action. The 2030 target for carbon neutrality would require even further radical action. Therefore, any delay on delivering the actions set out in this strategy will jeopardise the ability to deliver on this target. It is therefore recommended that the Council pursue all options available to ensure financial and staff resources are available to deliver the actions set out in the strategy.

It should of course be recognised that the cost of inaction on climate change is far greater than the cost of action.

2.8.3 Monitoring progress

The strategy document outlines a monitoring framework to track progress against the strategy's actions and objectives. The strategy outlines that progress against the plan should be monitored regularly, including tracking the progress of responsible stakeholders, and reviewing the impact of the actions taken using Key Performance Indicators (KPIs) from a variety of data sets. Progress against the plan should be publicly reported.

Progress should be monitored and overseen by the Environmental Strategic Board or an equivalent board or group. Delivery groups may be necessary for different categories of action such as Buildings or Transport.

2.9 Options considered

There are three options to be considered.

- 1) Adopt the strategy to achieve the Council's target of borough-wide carbon neutrality.
- 2) Revise the strategy to either expand or decrease its scope should any aspects of the strategy not be satisfactory.
- 3) Do not adopt the strategy.

Commissioners Comments

“It is entirely correct that Slough Borough Council articulates a strategy which can guide all residents, businesses, and organisations in their area so they can collaborate on addressing the challenges of climate change.

However, the Authority is now subject to Statutory Directions which mean that no new investment whether from within existing uncommitted budgets or new proposals can be contemplated until the Council has stabilised its financial position and established an organisational structure that is fit for purpose. At this stage it would be very unwise to specify a date when this can happen and until clarity and agreed delivery actions are finalised the Council will not be able to commit to an investment programme.”

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 In light of the current financial situation, the Council cannot commit to any new expenditure or capital projects. This strategy sets out the work needed not only by the Council itself but by its partners in the borough and residents to address the climate emergency.

Therefore, the Council, using this strategy, should act as an enabler to promote decarbonisation and apply wherever possible for grant funding from Government until the Council's financial position is clearer as the Recovery and Renewal plan progresses.

Where there is an immediate, unavoidable requirement to spend, such requests will need to be considered as part of the expenditure control panel approval process.

3.2 Legal implications

3.2.1 The Climate Change Act 2008 (the Act) provides the legal framework for UK climate change policy. It established long-term statutory targets for the UK to decarbonise by reducing its greenhouse gas emissions. The objectives of the Act are to:

- make the UK's voluntary national targets for the reduction of GHG emissions legally binding.
- provide a long-term framework for climate change policy in the UK, which will give businesses and individuals the certainty they need to invest in energy efficiency and low-carbon technologies (such as wind and solar power, biofuels and carbon capture and storage).
- enable the UK to lead by example and drive international negotiations on climate change.

3.2.2 The Act also established the Climate Change Committee (the CCC) as an independent body to advise the Government on setting its targets, report on progress, and put in place the framework to promote adaptation action. On the recommendation of the CCC the UK has legislated to set a target of 78% reduction to GHG emissions by 2035. Through the Act, the UK has set a target to reduce emissions by 100% (or “net-zero”) by 2050.

3.2.3 Under s.36 of the CC Act 2008, the CCC is required to deliver annual progress reports to Parliament, setting out its views on progress made towards achieving the various carbon budgets and on the 2050 target.

3.2.4 The Environment Act 2021 requires, amongst other matters, the Secretary of State to set long-term legally-binding targets relating to, e.g. air quality and waste reduction.

3.3 Risk management implications

Recommendation from section 1 above	Risks/Threats/Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
The Cabinet is requested to recommend that the Climate Change Strategy and Action Plan is adopted by cabinet	a) Economical /Financial:	There is no direct financial implication, however proposed actions will need to be pursued to achieve objectives of strategy and these will have a financial implication.	4	SBC will pursue all relevant funding opportunities while minimising risk.
	b) Political	The Council's motion on climate change.	3	The strategy sets out how the objectives of the motion on climate change will be accomplished.
	c) Environment	Risk posed by climate change to Slough.	4	The strategy sets out how the borough can adapt to the risks of climate change.
	d) Legal /Regulatory	The UK Government's Net Zero target	2	The strategy sets out how the borough will achieve net zero.

3.4 Environmental implications

There is no direct environmental impact through the adoption of this strategy. However, the purpose of the strategy is to achieve borough-wide carbon neutrality and the actions proposed will have an environmental implication. The principle implication will be a reduction in carbon emissions contributing to climate change. Other co-benefits are also considered such as improvements in biodiversity and reductions in air pollution.

Example projects that will have an environmental implication include:

- Plant trees, woodland or hedgerows on council-owned land (where appropriate) including strategic land and along grass verges or highways
- Ensure tree cover is considered for all new developments through the new Local Plan by mandating for a minimum level of tree coverage in new developments, and exploring incentives for developers to retain trees

3.5 Equality implications

An equality impact assessment has been carried out in relation to this strategy and action plan.

All equality groups will be impacted by inaction on climate change and some groups, especially those who are economically vulnerable, are likely to be disproportionately affected by inaction to limit climate change.

Many interventions require long –term behavioural change: this potentially may impact some equality groups negatively in the short term. The most vulnerable groups struggle to adapt behaviours, such as reduced use of private transport or insulating homes, as they have limited choices and resources available.

To ensure that equality groups are not disproportionately impacted by any actions undertaken that are set out in the action plan an equality assessment will be carried out for each relevant action undertaken, identifying appropriate mitigations and support.

3.6 Procurement implications

Not applicable

3.7 Workforce implications

There are no direct staffing implications with the adoption of this strategy. However, the strategy states that the Council will need 30 Full Time Equivalent (FTE) roles in place to deliver the action plan in its entirety. The allocation of new roles will depend on which actions in the action plan are enacted.

3.8 Property implications

There are no direct property implications with the adoption of this strategy. However, several of the actions in the action plan relate to the Council's assets. Should these

actions be delivered they will have a property implication. These should be treated separately from this strategy.

Potential actions that will have property implications include:

- Update policy to ensure any new properties built in the council's portfolio are built to the highest energy efficiency standards e.g. Passivhaus standard
- Develop a decarbonisation plan for all council owned buildings to identify the most viable solutions to achieving Slough Borough Council's own net zero 2030 target, tailor support to worst performing properties.

4. Background Papers

None.

SLOUGH BOROUGH COUNCIL

Report to:	Cabinet
Date:	20 December 2021
Subject:	Adult Social Care Transformation Update and Procurement
Chief Officer:	Alan Sinclair, Executive Director for People (Adults)
Contact Officer:	Alan Sinclair
Ward(s):	All
Portfolio:	Cllr Natasa Pantelic, Social Care and Public Health
Key decision:	Yes
Exempt:	No
Decision subject to call in:	Yes
Appendices:	None

1. Summary and Recommendations

- 1.1 This report seeks to update Cabinet on the progress of the Adult Social Care transformation programme and to seek approval to procure external support to ensure the delivery of phase 2 of the transformation programme through the direct award of a new contract with Peopletoo Limited for a period of six months plus six months with a maximum spend of £450,000.
- 1.2 The Adult Social Care transformation programme aims to deliver £9,121,000 in savings across 3 years (2021-2024) while increasing efficiency and best value through a range of improvement projects across Adult Social Care operations and commissioning.
- 1.3 Adult Social Care has worked successfully with Peopletoo Limited on phase 1 of the transformation programme since October 2020. Peopletoo's continued support for phase 2 will continue to bring capacity and expertise at a delivery and strategic level to ensure savings from the transformation programme phase 2 are achieved.

Recommendations:

Cabinet is requested to:

1. Note the good progress on the delivery of the Adult Social Care transformation programme and the planned phase 2.
2. Approve the procurement of external support to deliver phase 2 of the Adult Social Care transformation programme.

3. Approve the direct award of a new six month contract to Peopletoo Limited to provide this support for phase 2 of the Adult Social Care transformation programme at a cost of £215,000, with the possibility of a six month extension following that for an expected maximum total of £450,000.
4. Delegate authority to the Executive Director for People (Adults), following consultation with the Lead Member for Social Care and Public Health, to commence formal procedures to procure the contract with Peopletoo Limited.

Reason:

1. To understand progress on the transformation programme to date, including the planned phase 2.
2. To support the Adult Social Care transformation programme phase 2. This will increase efficiency and best value for Adult Social Care and help deliver £9,121,000 in savings across 3 years (2021-2024). While the section 114 report concluded that Adult Social Care appears to function well, this is in acknowledgement of the Adult Social Care transformation programme. Support is needed for phase 2 to ensure delivery of the improvements and savings. Doing the transformation in house without external resources would create additional pressures while the Directorate is fully engaged with responding to Covid-19 and carrying a number of key vacant posts. This would result in increased risks in the implementation of phase 2 and could negatively impact the ability to deliver the savings and to provide best value and improved efficiency. External support would bring capacity and experience at a delivery and strategic level, thereby reducing risks in the implementation of phase 2 and ensuring the savings are delivered.
3. To continue the support for phase 2 of the transformation programme from Peopletoo Limited, who were previously selected using the ESPO Framework Agreement 664_21 (Consultancy Services) in 2021 for seven months from March 2021 – September 2021 to support phase 1 of the transformation programme. Peopletoo have supported Adult Social Care to deliver £1,058,000 in savings as of October 2021 for the 2020/2021 financial year and are on track to deliver £1,030,000 more by the end of the financial year. They have good working knowledge of Slough Adult Social Care and have developed links with key partners across the organisation. Peopletoo will be providing support for phase 2 through their expertise at a delivery and strategic level and by bringing additional capacity.
4. To provide authority to undertake procurement activities for the contract with Peopletoo Limited.

2. Report

Introductory paragraph

2.1 The Adult Social Care transformation programme phase 2 is looking to deliver £9,121,000 in savings across 3 years (2021-2024). This is being delivered through a range of improvement projects across Adult Social Care operations and commissioning. This report requests approval to procure external support for phase 2 of the transformation programme and to procure a contract with Peopletoo Limited for six months plus six months, to provide this support and deliver this transformation programme and the savings.

2.2 Adult Social Care began working with Peopletoo in October 2020 as part of a diagnostic to identify areas for savings. Adult Social Care then procured a seven month contract with Peopletoo to support phase 1 of the transformation programme from March 2021 to September 2021. As of 1 October 2021, Adult Social Care are working under an implied arrangement with Peopletoo and now seek approval to formalise this arrangement and procure a new contract for six months until 31 March 2022, with the possibility of a further six month extension following that from April 2022.

2.3 The external support requested in this report will help Adult Social Care meet the following objectives and priorities:

Slough 2040 Vision

Slough will be a place of lifelong learning and aspirations for all.

Slough will be a healthy town, where people are supported to live empowered lives.

Slough Five Year Plan

Outcome 2 – Our people will be healthier and manage their own care needs.

Outcome 4 – Our residents will live in good quality homes

Recovery and Renewal

Deliver £9,121,000 in savings across 3 years (2021-2024).

Options considered

Option 1: Do not procure a new contract for support

A new contract will not be procured and only services already provided will be paid for. This will leave Adult Social Care without external support to deliver phase 2 of the transformation programme. Doing the transformation in house without external resources creates additional pressures given the Directorate is fully engaged with Partners to coordinate a response to Covid-19 and is carrying a number of key vacant posts. As a result of this, there would be increased risks in the implementation of the transformation programme, which could have a negative impact on Adult Social Care's ability to deliver the £9,121,000 savings and to provide best value and improved efficiency.

Option 2: Direct award a new contract to Peopletoo, to support the delivery of the Adult Social Care transformation programme phase 2 (Recommended)

Peopletoo have delivered savings for the current financial year and were involved in the development of the transformation programme. They have good working knowledge of Slough Adult Social Care and have developed links with key partners across the organisation. This will result in reduced risks in the implementation of the transformation programme and support the delivery of the £9,121,000 savings, best value, and more efficient Adult Social Care. The direct award of a new contract to Peopletoo can be done using the same ESPO framework agreement as the previous contract and will achieve the same effect as an extension. This new contract will be for six months from 1 October 2021 to 31 March 2022 and will cost £215,000. If required, the contract may then be extended for a further six months from April 2022.

Option 3: Do not direct award a new contract with Peopletoo but begin a new procurement process to procure new support

A new contract with Peopletoo will not be procured and only services already provided will be paid for. A new procurement process would begin to procure new support from alternative consultants through a competitive process. This would result in a delay in support while the competitive procurement process takes place and would result in extra

time being needed to bring new consultants up to speed on what has already taken place in the transformation programme. There is also a risk of there being no interest from new businesses, given the initial term of six months, to take on the new contract and a risk of the budget not being sufficient for a new contract.

Background

The Adult Social Care transformation programme aims to increase efficiency and value for money through a range of improvement projects within Adult Social Care operations and commissioning. The programme also aims to deliver £9,121,000 in savings across 3 years (2021-2024).

Efficiencies in social care are part of a wider integrated vision for harnessing community assets, promoting a strength-based approach and targeting interventions to achieve greatest impacts. There has been a history in SBC of focusing savings on short term efficiencies rather than part of a cohesive vision for changing the model of provision and reducing reliance on statutory support, this typically leads to unsustainable change and risks impacting negatively on performance against outcome measures.

As part of delivering a robust and sustainable transformation programme, that supports the recovery from the pandemic, six key workstreams are being delivered, each dedicated to delivering a critical aspect of the transformation programme.

The six workstreams are:

1. Strengths-Based Practice
2. Market Management
3. Preparing for Adulthood
4. Targeted Interventions
5. Digital
6. Communications and Engagement

Three of these workstreams (Strengths-Based Practice, Market Management, and Targeted Interventions) are being worked on as a priority to deliver the savings.

The programme overall is being delivered with the principle of co-producing solutions, engaging and encouraging staff across the Council's Adult Social Care departments, in-house provider services, and partners such as those in Children's Services, Health and Housing.

Peopletoo began working with Slough Borough Council in October 2020 as part of a diagnostic to identify areas of savings opportunity. Following approval by Members, Adult Social Care procured a seven month contract with Peopletoo Limited to support the transformation programme and the programme began in March 2021. Peopletoo supported and delivered the mobilisation and implementation of financial improvement projects across Adult Social Care. The leadership and operational teams recognise the ongoing need for support from Peopletoo to continue the implementation of the Adult Social Care transformation programme phase 2, due to Peopletoo's expertise in Adult Social Care transformation delivery, programme management, project management, and implementation expertise. Additionally, external support brings capacity and experience at a delivery and strategic level to ensure the transformation programme and savings are achieved.

Below is the scope of Peopletoo's support for phase 2 of the transformation programme.

Area of scope	Scope
Programme support	<ul style="list-style-type: none"> • Preparation and support for board and meetings • Updates for transformation board, Resolving and support with Actions from Transformation Board • Supporting Stakeholders, attending stakeholder meetings • Programme coordination, risk management, plan management, Interdependency management • Finance Tracking and benefits realisation • Producing Highlight Reporting • Project team management & project planning
ASC Ops Project Management	<ul style="list-style-type: none"> • Project updates, risk and mitigation, and escalation • Following up on, and escalating actions with SBC project owners
Provider Services	<ul style="list-style-type: none"> • Support with HR processes & consultation • Focussed risk management support, working to de-risk throughout
Reablement Review	<ul style="list-style-type: none"> • Diagnostic of Reablement service, including benchmarking and opportunity identification • Working to support the delivery of improvements and skill sharing.
Shared Lives	<p>Based on agreed route forward:</p> <ul style="list-style-type: none"> • Work with partner to deliver shared lives offer • Project managing (plan, risks, escalation, and financial benefits tracking) the delivery of a Shared Lives scheme. <p>Shared Lives is a scheme that supports adults with learning disabilities, mental health problems, and other needs. It matches the person with needs with an approved carer, who will provide care and support while also sharing their family, community, and home life with the person. Some people with care needs move in and live with their carer, others visit regularly.</p>
Provider Services Market Support	<ul style="list-style-type: none"> • Market support and developing alternative provision
Accommodation with Support	<ul style="list-style-type: none"> • Develop and iterate plan on range of schemes • Support with Specifications development of schemes • Work with Adult Social Care Operations to ensure reviews delivered thorough range of teams to identify cohorts • Hands on procurement support, identifying and procuring housing providers • Project managing the delivery of this activity
Target costs	<ul style="list-style-type: none"> • Rethinking the approach and how we can do this • Redevelop the business case to consider the new factors such as staffing crisis and current market environment • Commissioning capacity and support to deliver cost reductions through target costs • Working with neighbouring authorities to review block contracts.

	<ul style="list-style-type: none"> Review out of borough placements and other contracted spend Support with review of care home contracts
Brokerage	<ul style="list-style-type: none"> Supporting the potential development of brokerage within Learning Disabilities and Mental Health to embed the model.

Peopletoo will provide support for phase 2 of the transformation programme through their experience in the design and delivery of Adult Social Care transformation programmes and the additional capacity they will bring. They have delivered over 100 Local Authority transformation programmes and have expertise in financial management, providing best value for money, and developing a strengths-based approach to Adult Social Care that builds resilience and best outcomes for people. They will bring all of this knowledge and capacity to support the quick implementation of Slough Borough Council's Adult Social Care transformation programme and the £9,121,000 in savings.

Below is a breakdown of the expected savings (in £000s) as of November 2021.

Savings Description	Total Saving	21/22	22/23	23/24
Provider Services	1154	300	854	
LD Residential Costs	156	78	78	
LD Nursing Costs	242	182	60	
Accelerated Shared Lives	204	54	150	
Target Costs achieved on Older People Residential Placements	137	40	97	
Provision Changes - Change in Care Purchasing Behaviours Cost Avoidance	2076	692	692	692
Provision Changes - Identify Alternative Provision for Existing Clients Actual Saving	123	45	39	
Target Care Costs	2650	0	1400	1250
Joint Funding Protocol	450	150	150	150
Diverting Demand at the Front Door	393	131	131	131
Client Contributions	1300	300	1000	
Virtual Review Team	236	116	120	
Totals	9121	2088	4771	2223

Earlier business cases estimated the savings to total around £7 million, but these have developed over the past few months to the current estimated total savings of £9,121,000.

Of the £2,088,000 savings target for this financial year 2020/2021, the transformation programme has delivered £1,058,000 to date in October 2021 and is on track to deliver the remainder by the end of financial year.

Summary of progress from the 8th November 2021 highlight report:

- Cabinet approval to close down council run day Provider Services was given in September 2021 and clients are being reassessed prior to new services being set up.
- Reablement are currently reviewing performance and operations prior to agreeing a new operating model for future delivery.

- Target costs have identified the challenges with the block contracts and a dialogue has started.
- Data is being developed for Provision Changes, reviews and joint funding workstreams.
- Client Contributions is exploring specific system and process issues.
- Strengths Based Practice workstream:
 - Saved £997,000 to date.
 - Data is being collated on the panel decisions to assess the impact of a more structured pathway to care. This should support identification of the provision changes savings.
 - Client charging is working effectively and have identified potential additional clients where assessments haven't been completed. To date circa £727,000 has been invoiced since the beginning of the project.
 - A new analysis of the front door performance has been completed and a working group will be developed in the next month to push forward the work.
 - Achieved £78,000 against Joint Funding Packages (please note this figure is currently in the process of being updated).
- Market Management workstream:
 - Analysis of the block contract occupancy and utilisation has been completed and identified significant impact on the spend.
 - Rapid review team is operating and identifying specific care costs and providers to target.
 - Shared Lives Business Case Completed.
- Targeted Interventions workstream:
 - Staff consultation has commenced and is on track.
 - The reassessments of clients in services has commenced, all residential clients have been assessed.
 - A working group focussing on the re-assessment of clients has been setup and is running weekly. This assess the timescales against the target, the workstream is currently on track.
 - Alternative provisions for day services have been identified and will be utilised as part of the support planning process.
 - Reablement service has been process mapped and explored alternative delivery models following analysis of demand.

Commissioners Comments

“Commissioners note that this report is one of two where contractual arrangements have expired and the work has continued without authority and retrospective approval is now being sought to firstly regularise the position and secondly continue with the contract arrangements without a proper process. There does not appear to be an acceptable reason in the report for the failure to report to the first available Cabinet. This is an unacceptable way for contract standing orders to be complied with by officers no matter what the justification and it further emphasises the need for long lasting cultural change to ensure that the basic norms of good local government are followed.

Cabinet should carefully consider whether to permit any option for a further extension to be dealt with under delegated powers and to require a compliant process to be followed. Cabinet should also seek more explicit deliverables to be identified as part of the conditions for approving the recommendations.”

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 The cost of procuring a new contract with Peopletoo Limited for six months will be £215,000. If required, the contract may then be extended for a further six months for an expected maximum total of £450,000. The cost of this service will be met through the Transformation fund and has been forecasted in the accounts.

3.1.2 The Adult Social Care transformation programme is looking to deliver £9,121,000 in savings across 3 years (2021-2024).

3.2 Legal implications

3.2.1 The Care Act 2014 sets out the statutory framework governing how care needs are to be assessed and how provision is to be made to meet eligible needs. The duty to assess if someone has care needs is set out at s9 and the duty to make provision to meet eligible care needs is set out in s18 of the Act.

3.2.2 A Care Act assessment can be reviewed and updated as circumstances change, but care planning should be agreed as far as possible with the service user.

3.2.3 The Care and Support Statutory Guidance at paragraph 6 emphasises that the assessment and eligibility process must be person-centred throughout, involving the person and supporting them to have choice and control.

3.2.4 Eligibility for service provision is determined by the application of a national eligibility criteria, and the process of determining the provision to be made in the care plan should be person centred, and involving and taking all reasonable steps to agree the plan with the person.

3.2.5 The charging regime that allows a local authority to charge for care services is set out in the Care and Support (Charging and Assessment of Resources) Regulations 2014.

3.2.6 Services that cannot be charged for include some reablement services and services provided under s117 of the Mental Health Act 1983.

3.2.7 The prevention duty under s2 of the Care Act 2014 mandates that a local authority must provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute towards preventing or delaying the development by adults in its area of needs for care and support and for carers in need of support, and to reduce the needs for care and support of adults in its area and reduce the needs for support of carers in its area.

3.2.8 The wellbeing duty in section 1 of the Act requires the local authority, in carrying out assessments and care planning functions, to promote the individual's well-being.

3.2.9 The council had entered into a contract with Peopletoo Ltd under the ESPO framework agreement 664_17 (Consultancy Services), this agreement had no provision for extension and ended in September 2021 meaning the contract cannot be lawfully extended as the proposed value of the extension is £215,000.

3.2.10 The threshold for services of these kind (transformation services) is £189,330 and a new lawful procurement process must take place to ensure compliance with the Public Contracts Regulations 2015 (PCR 2015).

3.2.11 A new direct award to Peopletoo Ltd should be made under the same ESPO framework agreement 664_21 (Consultancy Services) creating a new contract for the duration required, this will comply with the requirements of the PCR 2015.

3.2.12 A new contract will achieve the same effect as an extension. There will be a requirement for new terms and conditions but these should be the same as the previous contract terms and conditions due to the use of the same framework.

3.2.13 An exemption to the normal contract procedure rules can be used here under 15.9 (e) of the CPRs, that being the award is service imperative and is being undertaken in circumstances that are exceptional.

3.3 Risk management implications

3.3.1 Anticipated savings may not be achieved, although this will be mitigated through robust monitoring and financial oversight which allow for early identification and remedial actions to be taken.

3.3.2 The transformation programme has its own risk register to manage risks and mitigation measures.

3.4 Environmental implications

3.4.1 There are no environmental implications.

3.5 Equality implications

3.5.1 There are no direct equality implications as a result of the decision requested, to direct award a new contract to Peopletoo Limited.

3.5.2 There may be equality implications in the future as a result of work on the Adult Social Care transformation programme. Full equality impact assessments have been undertaken for all aspects of the Adult Social Care transformation programme.

3.5.3 S.149 of the Equality Act 2010 requires public bodies to have due regard to the following aims when exercising their functions:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The strength based practice model in particular seeks to advance equality of opportunity between persons with a disability and those without by focusing on what an individual can do and promoting independence to remove or minimise disadvantages and meet needs.

3.6 Procurement implications

3.6.1 The Council previously procured Peopletoo Limited in March 2021 through a direct award under the ESPO Framework Agreement 664_21 (Consultancy Services) for a seven month contract from 1 March 2021 – 30 September 2021, which has now ended.

3.6.2 Following authorisation to proceed, Adult Social Care will work with procurement to procure the contract with Peopletoo Limited and ensure this is done in compliance with Procurement's processes.

3.7 Workforce implications

3.7.1 There are no direct workforce implications as a result of the decision requested, to direct award a new contract to Peopletoo Limited.

3.7.2 Certain proposals of the transformation programme will have workforce implications and correct procurees will be followed. The workforce implications of the Provider Services proposal were set out in the September cabinet report.

3.7.3 The wider ASC transformation programme will require support from other areas of the Council to deliver its full ambition. The main service areas that are anticipated to be impacted are:

- Customer Contact Centre: increase in training & supervision to divert people from statutory services appropriately.
- Housing development / Planning: increased access to general housing, and development of accommodation with support properties.
- Data / Performance: Requirement to develop a dashboard that enables tracking of provision.
- To deliver increased income through financial charging, ASC will need the Corporate Operations Directorate to have this as a priority and ensure there are sufficient staff to deliver this action.
- The Integrated Care System (ICS) and other East Berkshire councils will need to work collaboratively in developing and agreeing for shared care protocols.
- ICS & Co-production Network: The programme is being designed with the principles of co-production and engagement at the core. The ICS and the co-production network are part of the Delivery Board, and Communication and Engagement is a dedicated workstream to ensure we continually recognise and address the need for clarity, collaboration, and a shared purpose.

3.8 Property implications

3.8.1 There are no direct property implications as a result of the decision.

3.8.2 If any property implications arise as a result of the transformation programme, correct procedures will be followed. Any surplus property assets will be managed as part of the wider asset disposal programme. The property implications of the Provider Services proposal were set out in the September cabinet report.

4. Background Papers

None

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th December 2021
SUBJECT:	Procurement of services with the voluntary sector for prevention and carer support
CHIEF OFFICER:	Alan Sinclair, Executive Director People Adults
CONTACT OFFICER:	Avtar Maan, Group Manager People Strategy
WARD(S):	All
PORTFOLIO:	Cllr Natasa Pantelic, Social Care and Public Health
KEY DECISION:	YES
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	None

1 Summary and Recommendations

- 1.1 The purpose of this report is for Cabinet to note the 12 -month contract extension to the current contract with the voluntary sector for prevention and carer support, which is with Slough Council for Voluntary Services (SCVS) under the Slough Prevention Alliance Consortium (SPACE) contract.
- 1.2 Planned commissioning activity was severely disrupted during the COVID-19 pandemic with the People Strategy and Commissioning Team being engaged in coordinating measures to support and protect recipients of care and support across the town. This has had a knock-on impact in terms of delivering a busy programme of work within intended timescales.

Recommendations:

Cabinet is requested to:

- 1 Approve the extension of the contract with Slough Council for Voluntary Services for prevention and carer voluntary services to the value of £473,254 for a period of 12 months from 1 July 2021.
- 2 Delegate authority to the Executive Director for People (Adults), following consultation with the Lead Member for Social Care and Public Health, to commence procurement for the prevention and carer voluntary services for a period of 2 years plus 1 with a maximum value of £1,420,000.

- 3 Note that following the procurement for the new prevention and carer voluntary services, a report will be brought back to Cabinet for a decision on awarding the new contract.

Reason:

To note the extension of contracts for the provision of the relevant services to cover the period until new competitively procured contracts are awarded with the aim of ensuring continuity of service to vulnerable residents in the interim.

To provide authority to undertake competitive procurement activities to identify suitable providers to which contracts for the provision of the relevant services can be awarded at best value.

2 Report

The service(s) described in this report meet the following objectives and priorities:

Slough Health and Wellbeing Strategy

Priority One – Starting Well

Priority Two – Integration

Slough 2040 Plan

Slough will be a place of lifelong learning and aspirations for all.

Slough will be a healthy town, where people are supported to live empowered lives.

Slough Five Year Plan

Outcome 2 – Our people will be healthier and manage their own care needs.

Slough Health and Social Integration Plan

Promoting independence and reducing the need for high-cost care

Responding to changing needs post covid-19

Strengthen role of the voluntary services in addressing health inequalities

- 2.1 The Slough Prevention Alliance (SPACE) consortium contract, with Slough Council for Voluntary Service (SCVS) as the main provider, expired in June 2021. This was a three-year contract that commenced in January 2016 with further extensions, until it finally expired in June. The purpose of the consortium was to deliver services and activities that reduced or delayed the need for residents to receive statutory support from the Council.
- 2.2 The role of SCVS as the lead provider was to “effectively mobilise the wider community and voluntary sector in Slough through a partnership approach.” SCVS also directly provided the Slough Carers Support service within the SPACE contract. The SPACE consortium had a key strategic role in the delivery of the Council’s prevention agenda, in line with its Five-Year Plan. It also helped support local authority duties and responsibilities within the Care Act 2014, which is to make sure that people living in the area receive services that prevent care needs from becoming more serious or delay the impact of their needs.
- 2.3 The outcomes achieved by the consortium have benefited all sections of the population including adults, young people, families and unpaid carers, through

delivering services and activities that reduced or delayed the need for statutory support. SCVS took a critical role during the COVID 19 pandemic demonstrating it had the skills, energy and infrastructure to work with the local authority and other statutory, community and business partners to coordinate, oversee and support the 'One Slough response'. Their role has continued to be significant in supporting the local recovery plans. It is for this reason that the Better Care Fund increased its funding for the voluntary sector, in lieu of the council's contribution.

- 2.4 The Better Care Fund supports local partnerships to deliver integration of health and social care in a way that is person centred and sustainable to provide better outcomes for the local population. The programme is underpinned by a pooled budget and a shared delivery plan outlining health and social care priorities for the Slough population. Key priorities in the delivery plan include promoting independence, choice, and control, reducing admissions to hospital or a care home setting, reducing the length of stay in hospital; and supporting recovery through reablement. The spirit of the plan is based on prevention, supporting carers and service users to remain independent and to create an enabling population to manage their own health and social care needs. The partnership recognises the important role the voluntary sector has in achieving these shared ambitions, funding at least 60% of the contractual cost.
- 2.5 There is now a shared ambition to ensure the voluntary and community sector can continue to build upon the strength of this activity as we move towards a more sustained recovery phase. The approach that is recommended to support the recovery phase and to avoid a competitive procurement which is not considered to be in the public interest at this time; to agree a new and direct retrospective one year contract extension with SCVS. The intention is that this will enable the Council and the Clinical Commissioning Group to continue to work in partnership with the provider to enable it to continue to support the local community through the next stage of the COVID 19 pandemic.
- 2.6 There are no other grass roots organisations in Slough that have the infrastructure, expertise and local knowledge to provide the required level of service continuity at this challenging time. This approach will enable SCVS to continue to build upon the work delivered through the strong and trusted partnerships with statutory services as part of the COVID response 'One Slough' brand.
- 2.7 Strengthening community capacity has been at the core of this approach. The pandemic created an entirely new environment for the voluntary and community sector to operate, providing immediate responses to the most vulnerable residents of Slough. Moving forward, it is essential this sector receive the necessary support, to enable it to be more sustainable, resilient and viable. The focus for SCVS will be to build upon the support offered to this sector; supporting the most diverse and hard to reach communities. SCVS has already shown it has a strong track record, with the right knowledge and understanding of the community to continue to play a critical role to play in supporting and developing the capacity of local communities and groups.
- 2.8 SCVS directly delivered the Slough Carers Support Service under the previous SPACE contract and this is continuing under the new one year arrangement. As a group unpaid carer have been particularly affected by COVID and this approach will provide the necessary continuity to them at this juncture. It will also ease pressure on local authority resources, whilst enabling it to fulfil its statutory responsibilities and responsibilities to unpaid carers in line with the Care Act 2014.

2.9 In summary there are three areas of work that will be delivered through this fund.

- **Capacity building** – continuing to build upon the ‘One Slough’ COVID response through creating a more resilient and stronger voluntary sector. This will include maintaining the Community Champions activity, building upon other volunteer opportunities and supporting organisations to maximise their income streams.

Quarter 1 of the current arrangement has resulted in over £900,000 of additional income being raised for local voluntary groups through this element of the contract. Benefits to the local community include further support for community transport, reducing inequalities through provision of foodbanks, employment and training opportunities, support to young families and older people who require social interaction.

- Overseeing the allocation and monitoring of the **One Slough Community Fund** in line with agreed local aims and objectives agreed by local stakeholders. The One Slough Community Fund, held by SCVS to redistribute to local voluntary groups who provide services that meet statutory provision such as information & advice, preventative activity and support to residents to delay the need for care.

Types of projects funded aim to improve health inequalities and addressing poorer outcomes associated with deprivation. Funds have been distributed to local groups to support services users wellbeing (addressing isolation) promotion of community activities (art therapy, employment training), providing information and advice for specific cohorts (vision loss and autism, refugee, mental health) and making local community connections through age specific forums, community events.

- Delivering the **Slough Carers Support service** to help the early identification of unpaid carers and ensuring a programme of support is in place to help support them maintain their caring responsibilities

Over 584 carers are registered with this service and receive support for caring duties, training and events for respite

2.10 For several years, it has been recognised that the voluntary sector provides a range of benefits unmatched by the public or private sector including:

- Access to other sources of funding for local initiatives, including sources that are only open to the voluntary sector, e.g. institutional funders, public donations etc.
- Value for money services, including those which draw on the contribution of volunteers. This is particularly true of the community, or volunteer-only, part of the sector.
- Reach into excluded and vulnerable groups, which the public sector often finds it hard to engage. The voluntary sector can provide these groups with a voice, as well as delivering services with them and for them.
- Innovation and creativity in responding to community needs and delivering services.

2.11 Since the Pandemic there has been a huge increase in local people volunteering to help and support others. SCVS have created a platform whereby these volunteers are able to provide support to where it is most needed, quickly and effectively. The

#OneSlough Community Champions network, set up in September 2020 has helped empower Slough residents to remain up to date with the latest advice about COVID-19.

Benefits include:

- Building upon the skills and knowledge of local communities
- Bringing local people and services together, to improve health and wellbeing and to reduce inequalities.
- Training volunteers to work closely with Public Health, the local NHS, ASC, Primary Care Networks (PCNs), various council departments and the voluntary sector to improve health and wellbeing and supporting health promotion.
- Reducing the inequality experienced by Black and Asian Minority (BAME) groups by reaching out to diverse communities.
- Helping reduce social isolation and overcoming language and cultural barriers with residents to connect with diverse communities.
- Using knowledge of community to help inform public sector service development.
- Helping overcome issues of isolation, anxiety, loneliness and help improve the clients' health and wellbeing and feel part of a community.
- Improving the mental health and wellbeing of carers through increased support channels.
- Increasing an awareness of carers issues in all sectors.
- Provide opportunity for carers to be aware of their rights by law and provide them with a platform to ask questions to help solve common queries

2.12 Planned commissioning activity was severely disrupted during the COVID-19 pandemic with the People Strategy and Commissioning Team being engaged in coordinating measures to support and protect recipients of care and support across the town.

This included:

- Coordinating the COVID-19 response to care and support providers across East Berkshire
- Coordinating and implementing Discharge to Assess Processes
- Increasing access to services by implementing a 7-day rota, 8 am to 8 pm each day – with team members in strategic roles moving into operational roles.
- Operating an out of hours support service for providers
- Purchasing and distributing PPE to providers, carers and Personal Assistants
- Co-ordinating the Vaccination Programme for JCVI Cohort 2 – Frontline Health and Social Care Workers
- Addressing vaccine hesitancy in partnership with CCG and voluntary sector colleagues
- Operating COVID Care Governance procedures to support providers experiencing outbreaks.
- Disbursing grant funding to providers from Central Government.
- Arranging block contracts with care homes on behalf of the CCG and East Berkshire Local Authorities
- Hosting regular provider forums
- Issuing a weekly newsletter to providers.
- Leading in the development and implementation of the Slough Winter Plan.

- Identifying designated provision for covid positive individuals requiring care

The active role played by the service was commended by the CQC, during the ICS Partnership Inspection 2020.

The response to the pandemic meant that the timetable of commissioning activities was severely disrupted. Consequently, planned procurements have been subject to delay, thus resulting in authorisation being requested to extend contracts. We are now re-setting the workplan to ensure that contracts are compliant and that a realistic programme of work is in place.

In July 2021, the Council issued a Section 114 notice highlighting significant financial pressures and put in place robust expenditure control procedures. As a result of the risks the Better Care Fund as increased its commitment to the Voluntary Sector and has replaced the Council contribution.

2.13 To ensure service continuity whilst providing sufficient time to design and deliver commissioning and procurement strategies, it was necessary for officers to award, without competition, a short-term extension to current providers for a duration sufficient only to allow these procurement activities to be completed.

2.14 The primary reason for contract extension was as follows:

- Impact of the pandemic meant many site visits have been delayed by up to 18 months due to risk management issues.
- Many providers have been operating remotely, therefore service user consultation to co-produce services have been impacted.
- Many providers responding to the pandemic were not able to take on additional workload pressures and respond to a tender. Competition would have been unfairly restricted leaving the Council open to challenge.
- The work generated due to the pandemic meant the People, Strategy and Commissioning service had limited, if any, time to focus on strategic commissioning activities.
- The loss of capacity due to some staff leaving the organisation.

2.15 Prior to the above procurement exercises being undertaken the necessary work to design a suitable commissioning approach and to develop service models and specifications will be undertaken.

Options considered

Option	Pros	Cons
Option 1 Reduce the ASC contribution to the voluntary sector budget.	There are no savings to be made as 1. The Council will have to provide carers support, in an alternative way 2. This contract is wholly grant funded; however the budgets may be reallocated to meet the priorities	Since the inception of the contract, savings have been made of approximately 30%- the original contract value was £1,370,000 and was reduced incrementally to a final position of £439,000 for the contract extension period 2021/22.

	<p>set out in the Health and Social Care Integration Plan.</p>	<p>The Better Care Fund increased its contribution towards the voluntary sector in recognition of the risks arising from potential Section 114 disinvestment. The majority of funding comes from this income stream.</p> <p>The investment in the voluntary sector has been designed to achieve returns for Social Care through community resilience, carer support, prevention and supporting the wider agenda to reduce and delay care needs</p>
<p>Option 2</p> <p>Let the contracts expire.</p>	<p>There are no savings to be made as</p> <ol style="list-style-type: none"> 1. The Council will have to provide carers support, in an alternative way 2. The services are wholly grant funded; however, the funds may be reallocated to meet the health or social care priorities. 	<p>The option to do nothing and let the contracts expire is not recommended given the functions performed by the contracted services.</p> <p>Moreover, the contract has continued an implied contract basis given the services continued to be provided and the Council paying for it. If the services are ceased this is likely to have a long-term impact on the social, economic and wellbeing impact on the local population.</p>
<p>Option 3</p> <p>Extend contract for a short term to allow sufficient time to commissioning services that deliver value for money and good outcomes.</p>	<p>Provides sufficient time to fully review the service model, to design service provision and prepare / test the market for tendering opportunities as well as tender services.</p> <p>Allows for opportunity to test and assess market conditions.</p>	<p>It is vital the Council initiates procurement activity to comply with legislation, its own procedural rules and achieve financial stability. A short-term extension will allow for the People, Strategy and Commissioning service to ensure service continuity whilst providing sufficient time to design and deliver commissioning and procurement strategies.</p>

		<p>This also ensures the Council is compliant with its own contractual procedure rules. Interim measures through contract extensions are recommended to ensure service continuity and to mitigate the risk of noncompliance with current council procedures.</p>
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Commissioners Comments

“Commissioners note that this report is one of two where contractual arrangements have expired and the work has continued without authority and retrospective approval is now being sought to firstly regularise the position and secondly continue with the contract arrangements without a proper process. There does not appear to be an acceptable reason in the report for the failure to report to the first available Cabinet. This is an unacceptable way for contract standing orders to be complied with by officers no matter what the justification and it further emphasises the need for long lasting cultural change to ensure that the basic norms of good local government are followed.

Cabinet should also seek more explicit deliverables to be identified as part of the conditions for approving the recommendations.”

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 The Slough Prevention Alliance (SPACE) consortium contract, with Slough Council for Voluntary Service (SCVS) as the main provider, expired in June 2021. This was a three-year contract that commenced in January 2016 with further extensions following, until it finally expired in June.

3.1.2 The option to extend the contract by a further 12 months until 30th June 2021 was exercised in 2020 based on satisfactory performance and budget availability. There have been reductions in the budget for the contract of approximately 30% since 2016.

3.1.2 The development and delivery of the SPACE consortium support the council’s agreed priorities of the Council and the wider Health and Social Care Partnership. Hence the increased funding from the Better Care Fund to reinforce its commitment to working with the voluntary sector to deliver priorities that meet the obligations from the Care Act 2014 and Health and Social Care Act 2012.

3.1.3 This service is entirely grant funded (Better Care Fund - **£283k** and Public Health Grant -**£190k**. The projected cost of the recommendations is equal a maximum value of £1,420,000 to cover the period of 2 years plus 1.

The risk associated with budgets are allocated annually by central government, and the annual value of the contract will be adjusted to reflect these allocations.

3.2 Legal implications

- 3.2.1 Section 2 of the Act places a new duty on local authorities to provide or arrange for services, facilities or resources which will prevent or delay the development of, or reduce the needs for care and support of, adults in its area. In performing that duty, a local authority must have regard to:
- a) the importance of identifying services, facilities and resources already available in the authority's area and the extent to which the authority could involve or make use of them in performing that duty.
 - b) the importance of identifying adults in the authority's area with needs for care and support which are not being met (by the authority or otherwise);
 - c) the importance of identifying carers in the authority's area with needs for support which are not being met (by the authority or otherwise).
- 3.2.2 The Care Act 2014 Section 5 promotes a duty for local authorities to shape an effective marketplace of services to meet care and support needs in the local area. The Act describes how local authorities will manage the market to drive innovation, choice, quality, and continuous improvement whilst ensuring value and promoting Wellbeing. The Act places the following duties for adult social care commissioning authorities:
- To promote wellbeing for people with care and support needs.
 - Focus on outcomes that are important to people and the delivery of person-centred care.
 - Outcomes based commissioning to develop services for people, carers, and the wider population to achieve wellbeing alongside meeting care and support needs.
- 3.2.5 Duties in the Act place the following commissioning functions:
- Co-production with stakeholders in service design.
 - Market engagement and shaping to influence local services on offer and to address barriers faced by the market in service delivery.
 - Integration with local partners to achieve population-based outcomes to improve wellbeing
- 3.2.6 Section 12 of the Health and Social Care Act 2012 introduced a new duty at Section 2B of the NHS Act 2006 Act for all upper-tier and unitary local authorities in England to take appropriate steps to improve the health of the people who live in their areas.
- 3.2.7 Section 6C of the National Service Act 2006 as amended by the Health and Social Care Act 2012 and The Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013 provide for the discharge of public health functions by Local Authorities
- 3.2.8 The Health and Social Care Act 2012 introduced duties for Health and Wellbeing Boards in relation to JSNAs- Joint Strategic Needs Assessments. The purpose of JSNAs is to improve the health and wellbeing of the local population and reduce health inequalities. A product of the JSNA, is the evidence-based priorities for commissioning, that will improve outcomes for the local population, reduce health inequalities and address the wider determinants of poor health. Prevention, support to carers and working with local voluntary groups to strengthen community resilience to manage own care are all priorities listed in the JSNA.

- 3.2.9 Regulation 72(1) (c) of the Public Contracts Regulations 2015 (PCR), which allows contracts to be modified without a new procurement where all of the following conditions are fulfilled:
- i. the need for the modification has been brought about by circumstances which a diligent contracting authority could not have foreseen (i.e. caused by the COVID-19 pandemic);
 - ii. the modification does not alter the overall nature of the contract (no significant changes have been made to the nature of any of extensions);
 - iii. the increase in price does not exceed 50% of the value of the original contract.
- 3.2.10 The new procurement for the retendered service will be conducted in line with the Public Contract Regulations and with assistance from the Council Legal Support – HB Public Law.

3.3 Risk management implications

3.3.1. Overall, the risks can be themed as follows

- Capacity – limited capacity within the department due to ongoing demands arising from the continued pandemic. This may impact the procurement timetable and the development of the service provision.
- Withdrawal from the Provider due to lack of contract and clearly defined service provision. This will impact how the local authority provides support under the Care Act 2014 for carers support, prevention, and promotion of wellbeing; this will need to be provided through an alternative mechanism and will disrupt the work completed to date to support carers. Another impact from withdrawal is how the partnership coordinates activities and mobilises volunteers to support communities to recover from the effects of the pandemic.

3.4 Environmental implications

3.4.1 None

3.5 Equality implications

3.5.1 Individual procurement projects will be subject to Equalities Impact Assessment as necessary, and service specifications for each service to be procured will address all relevant equalities requirements relevant to the service being procured. Details of the equality impact assessment will be provided as part of the report on award of the new contract.

3.6 Procurement implications

3.6.1 The prevention and carer support service were awarded to Slough Council for Voluntary Services through a grant, this followed expiration of the original service known as SPACE (Slough Prevention Alliance) consortium contract. The SPACE contract was tendered in 2015 through an open tender process. The length of the contract was for a 3+1+1-year term, with an additional extension period of six months taking the expiration date to June 2021. The provider was selected based

on price and Slough Council for Voluntary Services provided the most economically advantageous terms (MEAT).

3.6.2 Officers will be exploring procurement options for a new Prevention and Care Support Service to ensure that the new service provision meets the Council's and service user's requirements. Indicative timelines are as follows

- Stakeholder Consultation and Service User Feedback – December 2021
- ITT to be issued - Jan 2022- Feb 2022
- Evaluation and approval of decision by Cabinet - March - April -2022
- Mobilisation of new contract -April – June 2022
- Commencement of new contract – 1st July 2022

3.7 Workforce implications

3.7.1 None

3.8 Property implications

3.8.1 None

4. Background Papers

None

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th December 2021
SUBJECT:	Notification of Decisions
CHIEF OFFICER:	Executive Director, Corporate Services
CONTACT OFFICER:	Nick Pontone, Democratic Services Lead (01753 875120)
WARD(S):	ALL
PORTFOLIO:	Councillor Swindlehurst, Leader of the Council
KEY DECISION:	NO
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	Appendix A – Published Notification of Decisions

1 **Summary and Recommendations**

- 1.1 To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

Recommendation:

The Cabinet is requested to resolve that the Notification of Decisions be endorsed.

Reason:

To ensure compliance with requirements regarding local authority executive decision making.

2 **Introduction**

- 2.1 The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

1. *Starting Well*
2. *Integration (relating to Health & Social Care)*
3. *Strong, healthy and attractive neighbourhoods*
4. *Workplace health*

2.2 **Background**

The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

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

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

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

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

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

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 There are no financial implications in endorsing this notice..

3.2 Legal implications

3.2.1 There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken

in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

3.3 Risk management implications

Cabinet endorsement of the published statutory 28-day Notification of Key Decisions contributes to good governance and forward planning and reduced the risk of challenge of executive decisions.

3.4 Environmental implications

None.

3.5 Equality implications

None. All reports to Cabinet will separately set out the equality implications of the proposed decision.

4. Background Papers

None

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NOTIFICATION OF DECISIONS

1 DECEMBER 2021 TO 28 FEBRUARY 2022

Date of Publication: 19th November 2021

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

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This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email nicholas.pontone@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|--|-------------------------|
| • Leader of the Council – Financial Governance, Economic Development & Council Plans | Councillor Swindlehurst |
| • Deputy Leader – Leisure, Culture & Communities | Councillor Akram |
| • Sustainable Transport & The Environment | Councillor Anderson |
| • Regulation & Public Protection | Councillor Bains |
| • Customer Services & Corporate Support | Councillor Carter |
| • Children's Services, Lifelong Learning & Skills | Councillor Hulme |
| • Housing, Highways, Planning & Place | Councillor Mann |
| • Social Care & Public Health | Councillor Pantelic |

Where can you find a copy of the Notification of Decisions?

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at Observatory House, 25 Windsor Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: nicholas.pontone@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda. Urgent Notices are published on the Council's [website](#).

For further information, contact Democratic Services on 01753 875120.

Cabinet - 20th December 2021

Item	Port-folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Asset Disposals Update</u></p> <p>To receive an update and take decisions in relation to the Council's programme of asset disposals and Slough Urban Renewal.</p>	F&E	All	All	Richard West, Executive Director of Customer & Community	-	None		Yes, p3 LGA
<p><u>Climate Change Strategy & Action Plan</u></p> <p>To seek approval of the Climate Change Strategy & Action Plan following the recent public consultation.</p>	T&E	All	All	Savio DeCruz, Associate Director, Place Operations Tel: 01753 875640	-	None		
<p><u>A4 Bus and Cycle Lane</u></p> <p>To take decisions in relation to the A4 Bus and Cycle Lane following the period of monitoring and assessment during the period of the Experimental Traffic Order.</p>	T&E	All	All	Savio DeCruz, Associate Director, Place Operations Tel: 01753 875640	Place Scrutiny Panel, 1/12/21	None		
<p><u>Contract Renewals for ICT</u></p> <p>To consider a report recommending contract extensions for ICT services.</p>	C&C	All	All	Mark Davies, Group Manager, IT Tel: 07599 102848	-	None	√	

Portfolio Key – F&E = Financial Governance, Economic Development & Council Plans, CS = Children's Services, Lifelong Learning & Skills, C&C = Customer Services & Corporate Support, T&E = Sustainable Transport & The Environment, H&P = Housing, Highways, Planning & Place, L&C = Leisure, Culture & Communities, R&P = Regulation and Public Protection, S&P = Social Care and Public Health

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

<p><u>Adult Social Care Transformation Update</u></p> <p>To consider a report on the adult social care transformation programme and take procurement decisions to support the delivery of the programme.</p>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	None	√	
<p><u>Procurement of services for integrated care and support of extra care housing</u></p> <p>To consider a report on a contract(s) for integrated care and support of extra care housing.</p>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-			Yes, p3 LGA
<p><u>Procurement of substance misuse treatment and recovery services</u></p> <p>To consider a report on a contract(s) for substance misuse and recovery services.</p>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	None		Yes, p3 LGA
<p><u>Procurement of services with the voluntary sector for prevention and carer support</u></p> <p>To consider a report on a contract(s) for services with the voluntary sector for prevention and carer support.</p>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	None		Yes, p3 LGA
<p><u>References from Overview & Scrutiny</u></p> <p>To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.</p>	C&C	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		

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<u>Notification of Key Decisions</u>	F&E	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		
To endorse the published Notification of Decisions.								

Cabinet - 17th January 2022

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Council Taxbases 2022/23</u> To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2022/23 financial year.	F&E	All	All	Steven Mair, Section 151 Officer	-	None		
<u>HRA Rents & Service Charges 2022/23</u> To consider the Housing Revenue Account rent and service charge for 2022/23 and, if agreed, recommend the changes to full Council.	H&P	All	Housing	Richard West, Executive Director of Customer & Community	-	None		
<u>Asset Disposals Update</u> To receive an update and take decisions in relation to the Council's programme of asset disposals.	F&E	All	All	Richard West, Executive Director of Customer & Community	-	None		Yes, p3 LGA
<u>References from Overview & Scrutiny</u> To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.	C&C	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		

Portfolio Key – F&E = Financial Governance, Economic Development & Council Plans, CS = Children's Services, Lifelong Learning & Skills, C&C = Customer Services & Corporate Support, T&E = Sustainable Transport & The Environment, H&P = Housing, Highways, Planning & Place, L&C = Leisure, Culture & Communities, R&P = Regulation and Public Protection, S&P = Social Care and Public Health

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

<u>Notification of Key Decisions</u>	F&E	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		
To endorse the published Notification of Decisions.								

Cabinet - 21st February 2022

Item	Port-folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Revenue & Capital Budget Monitor - Quarter 3 2021/22</u> To receive an update on the latest revenue and capital position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.	F&E	All	All	Steven Mair, Section 151 Officer	-	None	√	
Revenue Budget 2022/23 To recommend the revenue budget to full Council.	F&E	All	All	Steven Mair, Section 151 Officer	O&S	None	√	
Capital Strategy To recommend the Capital Strategy to full Council.	F&E	All	All	Steven Mair, Section 151 Officer	O&S	None	√	
Treasury Management Strategy To recommend the Treasury Management Strategy to full Council.	F&E	All	All	Steven Mair, Section 151 Officer	O&S	None	√	

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

<u>References from Overview & Scrutiny</u> To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.	C&C	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None	√	
<u>Notification of Key Decisions</u> To endorse the published Notification of Decisions.	F&E	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None	√	

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