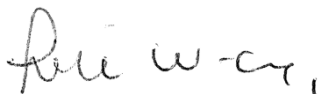


Date of issue: Friday, 10 September 2021

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 SEPTEMBER, 2021 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 07749 709 868	

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

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 26th July 2021	1 - 6	-
3.	Performance & Projects Report - Quarter 1 2021/22	7 - 38	All
4.	Revenue and Capital Budget Monitor Report - Quarter 1 2021/22	39 - 74	All
5.	Recovery and Renewal Plan - Achieving Financial Sustainability	75 - 84	All
6.	Financial Action Plan	85 - 130	All
7.	Adult Social Care Provider Services	131 - 164	All
8.	Debt Repayment/Asset Disposal Strategy	165 - 172	All
9.	Slough Local Plan - Green Belt Consultation	173 - 202	All
10.	Covid-19 Decisions Update	203 - 212	All
11.	References from Overview & Scrutiny	To Follow	All
12.	Notification of Key Decisions	213 - 226	All

Note:-

Bold = Key Decision

Non-Bold = Non-Key Decision



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.

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.

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Cabinet – Meeting held on Monday, 26th July, 2021.

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

Also present under Rule 30:- Councillor Gahir

Apologies for Absence:- Councillor Akram

PART 1

14. Declarations of Interest

No declarations were made.

15. Minutes of the Meeting held on 21st June 2021

Resolved – That the minutes of the meeting of the Cabinet held on 21st June 2021 be approved as a correct record.

16. SBC Annual Report 2020-21

The Group Manager, Business Insight introduced the draft Slough Borough Council Annual Report for 2020/21.

The report set out a timeline of the key events over the past year; details of the Covid-19 response; the progress that had been made to achieve the Council's five key priorities; and information on partnership working. Feedback from previous years had been taken on board to make the document more accessible and case studies had been included for each priority.

Lead Members highlighted the excellent work that had taken place with partners in response to the Covid-19 pandemic, for example the targeted enforcement work in Chalvey and Farnham Road and the One Slough approach. The work of the hundreds of volunteers across the town was considered to be exceptional and had been recognised nationally. Despite the challenging circumstances the Cabinet welcomed that fact that the Council had still delivered on many of its existing priorities such as the opening, ahead of schedule, of the new hotels on the Old Library Site.

At the conclusion of the discussion Lead Members agreed the content of the draft Annual Report, subject to the addition of any final amendments to incorporate some of the examples raised during the discussion as case studies. In terms of feedback for future reports, Lead Members suggested the voice of Slough's communities be more strongly reflected, for example, by highlighting engagement through the co-production network and joint working with the voluntary and community sector.

Resolved – That the content of the draft Annual Report 2020/21 be approved for publication, subject to incorporating the comments of Lead Members into the final version.

17. Provisional Revenue Budget Outturn 2020/21

The Section 151 Officer introduced a report that provided Cabinet with the provisional financial outturn of the Council's General Fund Revenue, Housing Revenue Account (HRA) and Capital Programme for the 2020/21 financial year.

It was noted that the information in the report reflected the forecast position at the current time and would change as further work was undertaken on preparing the accounts for the year, which had yet to commence. The provisional revenue outturn for 2020/21 was a £6.6m overspend and the report set out the key financial risks of £49.8m would could impact on the final position. Taken together these two figures were the £56.4m reported in the s.114 notice issued by the Section 151 Officer on 2nd July 2021. In relation to capital, the provisional outturn for the General Fund was a £4.8m underspend and a £14.3m underspend for the HRA. Section 5.11 to 5.20 of the report set out overspends on the approved budgets for two large projects – the hotel scheme and Herschel Street car park.

The Cabinet recognised the scale of the challenge in addressing the Council's financial issues and emphasised its commitment to address the in-year position for 2021/22 and close the gap in future years through the Medium Term Financial Strategy. Lead Members expressed concerns about a number of financial matters exposed by the new finance team and questions were asked about the previous incorrect treatment of capital and the robustness of the savings plans agreed by Council in March 2021. The Section 151 Officer responded to the points raised and explained that detailed work was ongoing to identify the issues, many of which had been highlighted at Council on 22nd July 2021 at which the s.114 notice had been presented to Members and the action plan agreed unanimously. The Leader highlighted that Lead Members and Directors were meeting on a weekly basis to review the financial position and savings plans for each directorate in detail and the outcomes of this work would seek to demonstrate the commitment to addressing the challenges faced.

At the conclusion of the discussion the provisional outturn for 2020/21 was noted.

Resolved –

- (a) That the reported provisional financial position of the Council for the year end 2020/21 of a £6.6m overspend be noted;
- (b) That the financial risks of £49.8m in Section 7 of the report that could impact the final outturn position, that together with the £6.6m

Cabinet - 26.07.21

overspend is the £56.4m reported in the s114 Notice on 2 July 2021 be noted;

- (c) That the provisional capital outturn for the General Fund of a £4.8m underspend, a £14.3m underspend for the HRA and the overspends on two large projects be noted.

18. Finance Monitor Month 2

The Section 151 Officer introduced a report that set out the forecast revenue position for the General Fund, HRA and Dedicated Schools Grant as at the end of May 2021, which was Month 2 of the 2021/22 financial year.

The forecast General Fund revenue position for 2021/22 at Month 2 of the financial year was a £6.9m overspend. Taken alongside the emerging financial issues set out in the report of £33.3m there was a current deficit position for 2021/22 of £40.2m. The context of the s.114 notice issued on 2nd July 2021 and action plan agreed by Council on 22nd July 2021 were summarised and noted.

The Section 151 Officer explained the work being done across the Council to verify the savings identified for 2021/22 budget and the action being taken to mitigate against the budget gap. The Council had approved a savings programme of £15.6m for 2021/22 at Budget Council in March 2021. Expenditure Control Panels had been established in each directorate to ensure spending restraint and detailed work was underway with each directorate on their savings plans. Lead Members discussed a range of issues including the historic treatment of Minimum Revenue Provision by the Council; the fact that reserves were effectively nil; the future borrowing strategy to move away from an over-reliance on short term borrowing; and the likely timescale to 'right-size' the Council over the coming years to balance expenditure and income and ensure its long term sustainable financial position. The Section 151 Officer responded to the points raised, explained the current work programme to understand and address the key issues and stated that further detailed reports would come through to Cabinet and Council from September onwards.

Lead Members asked about the position regarding adult social care given that it formed such a significant part of the Council's budget. The Executive Director of People (Adults) commented that main reasons for the directorate overspend in 2020/21 were the loss of income from the leisure contract due to the closure of leisure centres during Covid 'lockdowns' and the pressures on regulatory services during the pandemic. It was noted that the overspend in adult social care was less than £0.5m which was relatively low in the circumstances. The overspend reported in the current year was due the timing of the savings plans and the work to deliver on the transformation programme for adult social care was summarised. Specific savings proposals would come to come to Cabinet later in the year.

Cabinet - 26.07.21

At the conclusion of the discussion on the Month 2 financial update, the Leader emphasised the Cabinet's commitment and resolve to bring the budget back into balance; address the weaknesses identified in financial management and processes; and take the necessary decisions to put the Council back on a stable financial footing.

The Cabinet also received a verbal update on the progress that had been made in establishing the new model for children's services – Slough Children's First. The Cabinet had taken a series of decisions at its meeting on 15th March 2021 to transition to the new Council owned company and had requested an update to provide assurance that good progress had been made in implementing the new model. The Associate Director, Children and Families updated the Cabinet and highlighted that Slough Children First had started operating from 1st April 2021 as envisaged. All of the key milestones in place had been achieved. The articles of association and governance arrangements had been put in place and the relevant funding had been approved by the Treasury. A new Chair had been appointed and non-executive directors had been recruited who would be joining the company through the summer period. The recruitment of a permanent Director of Children's Services/Chief Executive of the company had not yet been successful. Service improvement remained the key priority and it was hoped a positive report would be received following a recent inspection of fostering services. The Cabinet noted the update and welcomed the progress that had been made to date.

Resolved – That the current management position on the 2021/22 accounts be noted as follows:

- (a) The forecast General Fund revenue position for 2021/22 as at the end of May 2021 was a £6.907m overspend;
- (b) The emerging issues of £33.272m that together with the £6.907m made up the deficit position for 2021/22 of £40.179m as reported in the s114 Notice;
- (c) The progress towards the 2021/22 savings programme;
- (d) The work being done by all parties across the Council to verify the savings identified in the 21/22 budget and action being taken to mitigate the budget gap in the current financial year by 30/9/21;
- (e) The current forecast spend on Transformation to deliver savings;
- (f) The Housing Revenue Account (HRA) was forecast to spend to budget for 2021/22 as at the end of May 2021.
- (g) That the verbal update on the progress of successfully implementing the resolutions of the Cabinet from its

meeting held on 15th March 2021 in establishing Slough Children's First be noted.

19. Covid-19 Decisions Update

Details of the significant decisions taken by officers were noted by the Cabinet and ratified insofar as they related to Executive functions, as set out in Appendix A to the report.

Resolved –

- (a) That the report be noted.
- (b) That the Significant Decisions set out in Appendix A to the report be ratified insofar as they relate to executive decisions.

20. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 18th June 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 6.30 pm and closed at 7.31 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th September 2021
SUBJECT:	Performance & Projects Report: Quarter 1 2021/22
CHIEF OFFICER:	Executive Director of Transformation
CONTACT OFFICER:	Associate Director, Strategy & Improvement
WARD(S):	All
PORTFOLIO:	Councillor Martin Carter Lead member for Customer Services & Corporate Support
KEY DECISION:	No
EXEMPT:	No
DECISION SUBJECT TO CALL IN:	No
APPENDICES:	'A': Corporate Performance Report Q1 2021/22

1 Summary and Recommendations

- 1.1 To provide Cabinet with the latest performance information for the 2021/22 financial year as measured by:
- The corporate balanced scorecard indicators during 2021/22.
 - An update on the progress of the 15 projects on the portfolio, which are graded according to project magnitude as gold (8) and silver (7).

Recommendations:

Cabinet is requested to note the Council's current performance as measured by the performance indicators within the balanced scorecard and the progress status of the gold projects.

2 Report

- 2.1 This is the quarter 1 report to Cabinet reporting on the 2021/22 financial year in respect of the performance position of the Council.
- 2.2 Please refer to the attached corporate performance report, which summarises progress against the Council's priorities in quarter 1 of the financial year 2021/22.

Corporate Balanced Scorecard

- 2.3 This is the first reporting on the key performance indicators from the 2021/22 corporate balanced scorecard. Following an end of year review, the following five

indicators were removed from the corporate balanced scorecard as reviewed at the Q4 Cabinet meeting in June 2021:

- Attainment gap between disadvantaged children and all others at Key Stage 4
- Young people's happiness
- Percentage of reception aged children classified as overweight including obese
- Total crime rate per 1,000 population
- SBC staff survey: percentage of staff rate working for the council as either good or excellent

2.4 2021/22 target ranges have been assigned for the majority of indicators with the exception of four indicators. These have been agreed by the lead Group Managers and included in this report.

2.5 Due to uncertainty caused by Covid-19 the following four indicators do not include year-end targets:

- Number of adults managing their care and support via a direct payment
- Number of homeless households accommodated by SBC in temporary accommodation
- Business Rates in-year collection rate
- Council Tax in-year collection rate

2.6 Due to the pandemic a number of underlying data sources have not been updated for a considerable time. This means that in two cases the indicator on the scorecard is not accurately capturing recent performance. The indicators impacted by a delay in external data source updates are:

- Percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
- Percentage attainment gap between all children and bottom 20% at Key Stage 2

2.7 Overall, for Q1 the strategic performance picture remains variable, which is consistent with the position as reported at the end of Q4. There are some indicator-specific movements, which are detailed within this report.

2.8 Overall, 47% (7) of the 15 key performance indicators (KPIs) with agreed targets are performing either at or better than target. 33% (5) indicators are performing marginally worse than target, and 20% (3) indicators are performing below the red KPI threshold.

2.9 In relation to overall trend, performance has improved since last quarter for 58% (11) of the 19 KPIs, remained the same for 5% (1) and declined for 37% (7).

2.10 Key changes this quarter:

2.10.1 We saw a reduction in the percentage of children protection plans started in the past quarter that were repeat plans within 2 years from 10.7% (9 children) to 9.9% (7 children), this relates to 3 families.

2.10.2 Referrals for adults managing their care and support via a direct payment reduced dramatically during 2020/21 due to pressure to the pandemic resource,

with only 80 being received into the Purchasing Personal Budget Team (PPBT) compared to 145 the previous year. Direct Payment Officers often assisted their colleagues in the Purchasing function taking them away from their direct payment duties. They were also unable to carry out face to face visits which gives service users more confidence in asking questions, exploring DPs and taking up the DP offer when able to meet someone from the team rather than through telephone communications. We've started to see improvements in Q1, with 588 adults managing their care and support via a direct payment compared to 583 in Q4. This includes 52 new referrals in Q1.

- 2.10.□.3 The NHS targeted health check programme was paused nationally as per directive from the Department of Health due to the pandemic. As a result, during the first three quarters of 2020/21, rates were low both locally and nationally. However, during Q4, Slough used an innovative approach to incorporate NHS health checks with the vaccination programme which has worked well, hence the Slough rate for Q4 at 1.6% is well above the national rate of 0.4% and South East rate of 0.3%. We continue to work with our primary care and community provider to keep the focus on NHS Health Checks as a priority to support COVID recovery.
- 2.10.□.4 During quarter 1 we saw an improvement in the average inspection score of 3.00 resulting in the average grade improving from a grade B to a grade A. A reduction in staff COVID absences enabled a full service to be deployed across the board. As a result, we had the manpower to keep on top of litter within the Borough.
- 2.10.□.5 We saw a small improvement this quarter with households in TA marginally reduce from 414 households at the end of Q4 to 410 households at the end of Q1. However, this is well above the 370 households from Q1 2020/21. Although there had been a freeze on evictions through the courts during the pandemic, there has been a significant number of referrals of single homeless households in response to the government's 'everyone in' campaign. There is now a lift on evictions and therefore expected to be a rise in homeless households presenting due to the previous ban which lasted for 14 months. These restrictions ended on 31st May 2021.
- 2.10.□.6 The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 267 to 281 properties. The enforcement of the requirement for all HMOs to be licensed requires proactive, unannounced visits to properties with unknown occupants so naturally the housing regulation team's activity in this area has been severely restricted by the Covid lockdown which began in early January. None the less we have managed to steadily increase the number of mandatory licensed HMOs by writing to landlords and reminding them of the requirement to licence. We have initiated prosecution proceedings against one landlord that failed to licence their property, though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties. As restrictions are now being eased and officers that are currently shielding move closer to returning to work it is anticipated that there will be a significant increase in the number of licence applications in 2021/22 as the officers begin to accelerate their enforcement activity.

2.11 Key areas for review this quarter:

- 2.11.□.1 The percentage of young people not in education, training or employment (NEET) & Not Known rate for 2020/21 increased to 4.4% from 4.2% the previous year but remains below the national average of 5.5% and South East average of 6.4%. Slough placed in the 2nd quartile nationally, ranked 57th out of 152 LA's. One of the most significant factors influencing the increase was the complexity across the NEET cohort, with young people needing longer term support to move into a positive education, employment or training destination. The pandemic has also impacted the availability of apprenticeships and jobs. As part of the 'Our Futures' transformation programme the team supporting NEETs and those at risk of becoming NEET in Slough moved to the Early Help hub in Apr-2021. The focus remains on supporting young people of Slough.
- 2.11.□.2 The pandemic led to unprecedented decreases in activity levels and as a result, over one in three residents locally (35.5%) compared to one in four nationally (27.1%) were reported as not participating in at least 30 mins of sport at moderate intensity at least once a week. 2020/21 was obviously impacted heavily by the COVID-19 pandemic. Notwithstanding this, however, we launched Chalvey Can to support and engage with families in Chalvey with high levels of physical inactivity and other health and socio-economic issues. Currently we are working with over 40 families plus a number of individual residents. We were also able to move the Active Slough programme online and featured our local instructors providing guided sessions throughout the day, reaching over 8,500 people through this programme. Unfortunately, although we tried to use virtual engagement to maintain the Breaking Boundaries project this proved very difficult therefore the project was suspended and re-opened in June 2021.
- 2.11.□.3 We saw a 1.7% reduction in the overall recycling rate from 24.6% in Q4 2019/2020 to 22.9% Q4 2020/21 and is well below the national average rate of 37.1%. As expected during the winter period, there was a decrease in garden waste. In comparison to last year, we have collected around 1,000 tonnes more residual waste, with only an increase of around 200 tonnes in recycling, leading to an overall reduced rate for Q4. However, zero waste was sent to landfill as we incinerate all non-recyclable waste.
- 2.11.□.4 As part of the 'Our Futures' programme the structure of the neighbourhood enforcement changed, creating a new team with a borough wide focus on neighbourhood enforcement. The Resilience and Enforcement team (REA) work closely with our Housing team to drive forward changes that focus on tackling the most complex, difficult and long-standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough. During Q1, we received over 1,100 service requests of which 206 (18.7%) took more than 90 days to close. This is an improvement from Q4 of 301 taking more than 90 days to close. The top 3 requests received were for vehicles, noise and fly tipping. A large proportion of the cases taking longer to close transferred across through the restructure. These have either been actioned but not closed on the system or due to the level of complexity of the request, require more time to resolve. The team are working to resolve these requests and expect the numbers to level out as we move through the year.
- 2.11.□.5 Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Although the overall rate is improving, it remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns. Since the start of the pandemic, the borough has seen a large increase in unemployment with

4,225 more people in Slough claiming benefits due to unemployment which includes an additional 685 young people (16-24) and 1,070 older people (50+). By the end of May, 8,400 claims were made for the Coronavirus Job Retention Scheme ('furlough') and 6,900 claims totalling £17.5m were made for Self-Employment Income Support Scheme (SEISS 5).

- 2.11.□.6 At the end of quarter 1 we achieved a business collection rate of 25.0% of the expected in-year total, collecting £20.6m. The collection rate is 1.9% below the same time last year however once the payments for SBC properties have been applied the rate would be 29.6%. The majority of the SBC accounts were paid in July which will reflect in Q2 collection rate. Retail businesses were given 100% relief for the first three months of the financial year which will reduce to 66% from July onwards, however the payments will not start until August 2021 due to the notice period needed. In addition, other business have not made payments as they see this as unfair. Recovery action has also been slowed by the conditions imposed by the Courts, reducing the number of summonses that can be issued. There will be a much clearer picture of business rates collection at the end of Q2.
- 2.11.□.7 At the end of quarter 1 we achieved a council tax collection rate of 29.3% of the expected in-year total, collecting £22.4m. Although the collection rate is 0.9% (£1.7m) above the same time last year which was impacted by the pandemic as many were furloughed or lost work during this time, the rate is 1.3% below the Q1 rate for 2019/20. Many families remain impacted by loss of income, the furlough scheme drawing to a close and this will impact on current year collection along with resource issues both in SBC and the court. Recovery activity restarted in November 2020, taking into consideration the circumstances of our residents, many of the debts have extended payment arrangements to support our residents and it may take some time for many of residents to be able to clear these arrears. We will continue to collect this debt while being firm but fair in our collection methods and identifying vulnerabilities as necessary.

Project Portfolio

- 2.12 In April 2021 the Executive Board reviewed the Major Projects Portfolio and amended the process. Bronze projects, which were previously reported to Executive Board and Cabinet, will now be managed at a Directorate level as they are lower value and risk.
- 2.13 A set of major projects rates as Gold or Silver were closed because they were completed or merged to strengthen project governance. The refreshed 2021/22 Major Projects portfolio is outlined in Appendix A to this report.
- 2.14 Progress continues on all major schemes and projects. Across the 15 projects on the Major Projects Portfolio, 27% were rated overall as Green (4 projects), 53% were rated overall as Amber (8 projects) and 20% were rated overall as Red (3 projects).
- 2.15 Projects completed or merged with other projects were:
- Central Hotels Project
 - Building Compliance
 - Major Highways Schemes
 - Akzo Nobel

- Grove Academy
- Cemetery Extension
- Census 2021

Options considered

There were no proposed options to consider.

Background

The report will be reviewed at Overview and Scrutiny on 16th September 2021.

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 There are no financial implications of proposed action.

3.2 Legal implications

3.2.1 There is no statutory duty to report regularly to Cabinet on the Council's performance, however, as a best value authority under the Local Government Act 1999, the Council has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reporting of performance can assist the Council to demonstrate best value.

3.3 Risk management implications

3.3.1 There are no risk management implications of proposed action.

3.4 Environmental implications

3.4.1 There are no environmental implications of proposed action.

3.5 Equality implications

3.5.1 The Equality Act 2010 sets out duties for local authorities in relation to equalities, including the public sector equality duty, which requires the Council to have due regard to equality issues when reviewing and changing services. Councils should also collect and review data on service provision to identify gaps in service and whether these impact on certain protected groups to a greater extent than others.

4. Background Papers

None

Slough Borough Council

Appendix A:

Corporate Performance Report

2021/22 – Quarter 1

(April to June 2021)

Business Insight

Strategy & Improvement

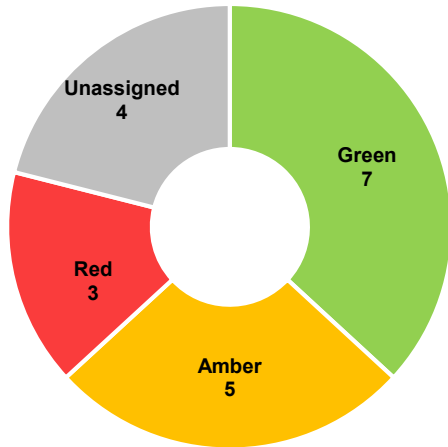
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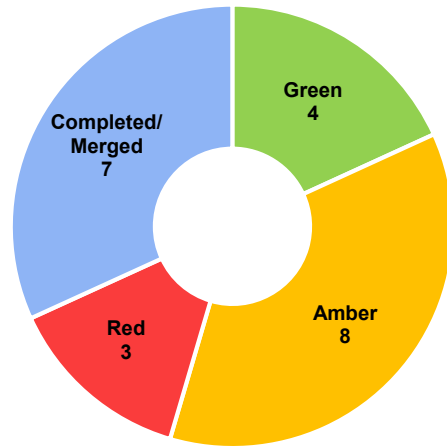
2021/22 Quarter 1: Executive Summary

Performance against target (RAG)

Key Performance Indicators

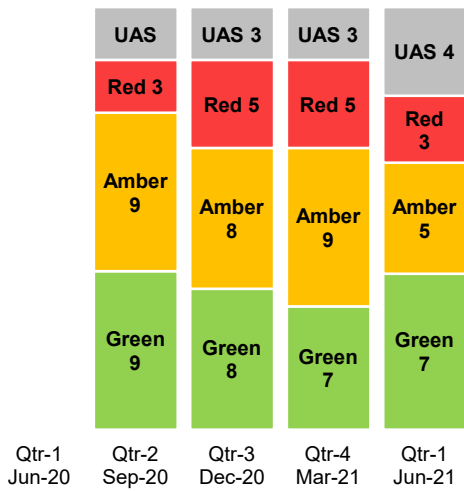


Project Portfolio: Overall Status

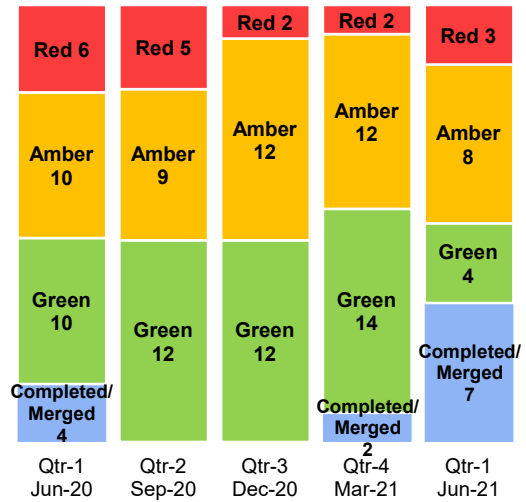


Comparison with previous quarter

Key Performance Indicators



Project Portfolio: Overall Status



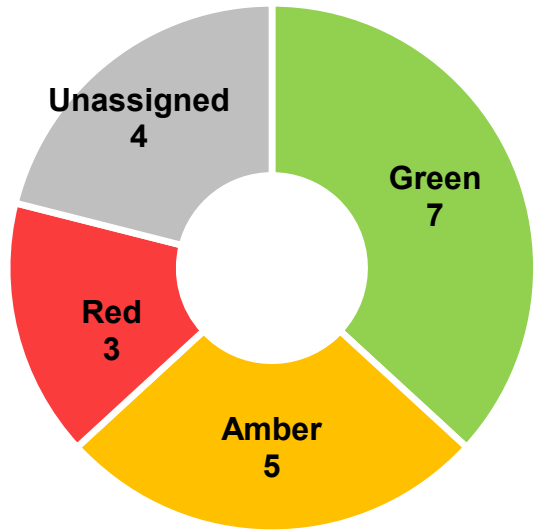
Performance Scorecard

Outcome	Performance Measure	Previous Performance	Direction	Current Performance	Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	A 10.7% (9)	↑	G 9.9% (7)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 16%	↔	G 16%	<20%
	Percentage of young people not in education, training or employment	G 4.2%	↓	G 4.4%	<=5%
	Percentage of year 6 aged children classified as overweight including obese	- 41.0%	↑	A 40.8%	<35.2%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	R 583	↑	- 588	n/a
	Uptake of targeted NHS health checks	R 1.4%	↑	A 1.6%	>1.9%
	Percentage of residents inactive	A 34.4%	↓	R 35.5%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G B (2.91)	↑	G A (3.00)	>=B
	Percentage of household waste sent for reuse, recycling or composting	A 26.3%	↓	R 22.9%	>=30%
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R 414	↑	- 410	n/a
	Number of net additional permanent dwellings completed during the year	A 503	↓	A 501	>=650
	Number of mandatory licensed HMOs	G 267	↑	G 281	275
	The number of service requests that took 90 or more days to close	R 301	↑	R 206	>100
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 26.9% (£21.2m)	↓	- 25.0% (£20.6m)	n/a
	Access to employment: unemployment rate	R 9.0%	↑	A 7.5%	<5.5
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 6 mins 22s	↓	G 7mins 32s	<10mins
Corporate health	Council tax in year collection rate	- 28.4% (£20.7m)	↑	- 29.3% (£22.4m)	n/a
	SBC staff survey: percentage of staff proud to work for the council	G 72%	↓	A 67%	>=72%

Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 1 was as follows:

Key Performance Indicators



This is the first reporting on the key performance indicators from the 2021/22 corporate balanced scorecard. Following an end of year review, the following five indicators have been removed from the corporate balanced scorecard:

- Attainment gap between disadvantaged children and all others at Key Stage 4
- Young people's happiness
- Percentage of reception aged children classified as overweight including obese
- Total crime rate per 1,000 population
- SBC staff survey: percentage of staff rate working for the council as either good or excellent

Quarter 1 updates are not yet available for the following measures, with the latest available figures from quarter 4:

- Percentage of household waste sent for reuse, recycling or composting
- Uptake of targeted health checks
The percentage of the eligible population aged 40-74 who received a NHS Health Check

Due to the pandemic a number of underlying data sources have not been updated for a considerable time. This means that in two cases the indicator on the scorecard is not accurately capturing recent performance. The indicators impacted by a delay in external data source updates are:

- Percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
- Percentage attainment gap between all children and bottom 20% at Key Stage 2

Of the 19 indicators reported, the following 4 indicators currently have no agreed target value assigned:

- **Number of adults managing their care and support via a direct payment**
Due to Covid-19 pressures and challenges, there was a reduction in adults managing their care and support via a direct payment. Whilst we monitor trends and assess the impact of Covid-19, no targets have been assigned for 2021-22.
- **Number of homeless households accommodated by SBC in temporary accommodation**
Although there has been a freeze on evictions through the courts during the pandemic, we have seen an increase in the

number of referrals received. Now that there is a lift on evictions it is expected that there will be a rise in homeless households presenting. Due to the uncertainty no targets have been assigned for 2021/22.

- **Business rate in year collection rate**

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for business rate income.

- **Council tax in year collection rate**

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets have not been assigned for council tax in year collection rates.

For the remaining 15 indicators with agreed target levels, 47% (7 indicators) were rated overall as **Green**, 33% (5 indicators) were rated as **Amber** and 20% (3 indicators) were rated as **Red**.

In relation to overall trend, performance has improved since last quarter for 58% (11) of the 19 KPIs, remained the same for 5% (1) and declined for 37% (7).

Key improvements this quarter:

- **Percentage of child protection plans started in the past quarter that were repeat plans within 2 years**

The RAG status improved from **Amber** to **Green**

There were 71 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 41 families. Seven children became subject to a CPP for the second or subsequent time within 2 years, this relates to 3 families. There were 9 children (12.7%) that became subject to a CPP for the second or subsequent time regardless of how long ago that was, this relates to 5 families.

All decisions in relation to children's protection are appropriate. During Q1, 7 children became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 28 children out of 371 (7.5%). When compared in 2020/21 Q4, with LAs within the South East (24%) Slough is not an outlier.

- **Number of adults managing their care and support via a direct payment**

Referrals for new direct payments dramatically reduced during 2020/21 due to pressures to the pandemic resource, with only 80 being received into the Purchasing Personal Budget Team (PPBT) compared to 145 the previous year. Direct Payment (DP) Officers often assisted their colleagues in the Purchasing function taking them away from their direct payment duties. They were also unable to carry out face to face visits which gives service users more confidence in asking questions, exploring DPs, and taking up the DP offer when able to meet someone from the team rather than through telephone communications. We've started to see improvements in Q1, with 588 adults managing their care and support via a direct payment compared to 583 in Q4. This includes 52 new referrals in Q1.

- **Uptake of targeted health checks**

The percentage of the eligible population aged 40-74 who received a NHS Health Check

The RAG status improved from **Red** to **Amber**

The NHS Health Check programme was paused nationally as per directive from the Department of Health due to the pandemic. As a result, during the first three quarters of 2020/21, rates were low both locally and nationally. However, during Q4, Slough used an innovative approach to incorporate NHS Health Checks with the vaccination programme which has worked well, hence the Slough rate for Q4 at 1.6% is well above the national rate of 0.4% and South East rate of 0.3%. We continue to work with our primary care and community provider to keep

the focus on NHS Health Checks as a priority to support COVID recovery.

- **Average level of street cleanliness**

The RAG status remains **Green**

During quarter 1 we saw an improvement in the average inspection score of 3.00 resulting in the average grade improving from a grade B to a grade A.

A reduction in staff COVID absences enabled a full service to be deployed across the board. As a result, we had the manpower to keep on top of litter within the Borough.

- **Number of homeless households accommodated by SBC in temporary accommodation**

We have seen an increase in the number of referrals received during the pandemic. However, we saw a small improvement this quarter with households in TA marginally reduce from 414 households at the end of Q4 to 410 households at the end of Q1. However, this is well above the 370 households from Q1 2020/21. Although there had been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response the governments 'everyone in' campaign during the COVID-19 pandemic, which lasted until 30th June 2021.

There is now a lift on evictions and therefore expected to be a rise in homeless households presenting due to the previous ban which lasted for 14 months. These restrictions ended on 31st May 2021.

- **Number of licenced mandatory Houses in Multiple Occupation (HMOs)**

The RAG status remains **Green**

The number of Houses in Multiple Occupation (HMOs) licences shows a steady increase from previous quarter from 267 to 281 properties. The enforcement of the requirement for all HMOs

to be licenced requires proactive, unannounced visits to properties with unknown occupants so naturally the housing regulation team's activity in this area has been severely restricted by the Covid lockdown which began in early January. None the less we have managed to steadily increase the number of mandatory licenced HMOs by writing to landlords and reminding them of the requirement to licence.

We have initiated prosecution proceedings against one landlord that failed to licence their property, though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties. As restrictions are now being eased and officers that are currently shielding move closer to returning to work it is anticipated that there will be a significant increase in the number of licence applications in 2021/22 as the officers begin to accelerate their enforcement activity.

Key areas for review this quarter:

- **Percentage of young people not in education, training or employment**

The RAG status remains **Green**

The 2020/21 combined Not in Education, Training or Employment (NEET) & Not Known rate increased to 4.4% from 4.2% the previous year but remains below the national average of 5.5% and South East average of 6.4%. This places Slough in the 2nd quartile nationally, ranked 57th out of 152 LA's.

One of the most significant factors influencing the increase was the complexity across the NEET cohort, with young people needing longer term support to move into a positive education, employment or training destination. The pandemic has also impacted the availability of apprenticeships and jobs.

As part of the 'Our Futures' transformation programme the team supporting NEETs and those at risk of becoming NEET in

Slough moved to the Early Help hub in Apr-2021. The focus remains on supporting young people of Slough.

- **Number of people inactive**

The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

The RAG status dropped from **Amber** to **Red**

The pandemic led to unprecedented decreases in activity levels and as a result, over one in three residents locally (35.5%) compared to one in four nationally (27.1%) were reported as not participating in at least 30 mins of sport at moderate intensity at least once a week. Compared to the previous year:

- More inactive adults (Slough 1.1% increase; National 2.5% increase)
- Fewer active adults (Slough 1.8% decrease; National 1.9% decrease)
- More fairly active adults (Slough 0.8% increase; National 0.7% decrease)

2020/21 was obviously impacted heavily by the COVID-19 pandemic. Notwithstanding this, however, we launched Chalvey Can to support and engage with families in Chalvey with high levels of physical inactivity and other health and socio-economic issues. Currently we are working with over 40 families plus a number of individual residents. We were also able to move the Active Slough programme online and featured our local instructors providing guided sessions throughout the day, reaching over 8,500 people through this programme. Unfortunately, although we tried to use virtual engagement to maintain the Breaking Boundaries project this proved very difficult therefore the project was suspended and re-opened in June 2021.

- **Percentage of household waste sent for reuse, recycling or composting**

The RAG status dropped from **Amber** to **Red**

There has been a 1.7% reduction in the overall recycling rate from 24.6% in Q4 2019/2020 to 22.9% Q4 2020/21 and is well below the national average rate of 37.1%.

As expected during the winter period, there was a decrease in garden waste. In comparison to last year, we have collected around 1,000 tonnes more residual waste, with only an increase of around 200 tonnes in recycling, leading to an overall reduced rate for Q4. However, zero waste was sent to landfill as we incinerate all non-recyclable waste.

- **The number of service requests that took 90 or more days to close**

The RAG status remains **Red**

As part of the 'Our Futures' programme the structure of the neighbourhood enforcement changed, creating a new team with a borough wide focus on neighbourhood enforcement. The Resilience and Enforcement team (REA) work closely with our Housing team to drive forward changes that focus on tackling the most complex, difficult and long-standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough.

REA continues to work closely with our external partners such as the Police, the Home Office, the Fire and Rescue Services, Waste and Environment, Street Cleansing, Parks and Open Spaces, Private Sector Housing, Food & Safety, Trading Standards, Licensing and Planning, along with other contractor's housing associations, private service providers in order to maintain and enhance the quality of services within the neighbourhood.

During Q1, we received over 1,100 service requests of which 206 (18.7%) took more than 90 days to close. This is an

improvement from Q4 of 301 taking more than 90 days to close. The top 3 requests received were for vehicles, noise and fly tipping. A large proportion of the cases taking longer to close transferred across through the restructure. These have either been actioned but not updated on the system or due to the level of complexity of the request, require more time to resolve. The team are working to resolve these requests and expect the numbers to level out as we move through the year.

- **Access to employment**
Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit

The RAG status improved from **Red** to **Amber**

Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Although the overall rate is improving, it remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns. Since the start of the pandemic, the borough has seen a large increase in unemployment with 4,225 more people in Slough claiming benefits due to unemployment which includes an additional 685 young people (16-24) and 1,070 older people (50+). By the end of May, 8,400 claims were made for the Coronavirus Job Retention Scheme ('furlough') and 6,900 claims totalling £17.5m were made for Self-Employment Income Support Scheme (SEISS 5).

The furlough scheme is due to close on 30-Sept-21, but there will be some changes as it winds down. From July employers will contribute to furlough pay for hours not worked, starting with a 10% contribution in July, rising to 20% in Aug and Sept, bringing the government's contribution down to 70% then 60%.

The Council has been distributing the government grants to businesses with the support of partner organisations such as Slough BID, Queensmere Observatory Shopping Centre, Thames Valley Berkshire Local Economic Partnership and

Berkshire Business Growth Hub. The Council was allocated £132,636 of ERDF funding under the Reopening High Streets Safely Fund in 2020, and a further £132,636 for its successor the Welcome Back Fund. MHCLG has approved the Welcome Back Fund projects activity form that will see the delivery of over projects as part of the economic recovery for the Borough's high streets and town centre. This funding aims to help councils and businesses to welcome shoppers, diners and visitors back safely. A full range of business support measures have been made available to local businesses including access to the Low Carbon Workspaces grant scheme.

Thames Valley Berkshire Local Economic Partnership also launched the Berkshire Opportunities portal (<https://www.berkshireopportunities.co.uk/>) advertising local job opportunities in one place including the government's Kickstart Scheme that aims to create high quality six-month job placements for 16-24 year olds who are at risk of long term unemployment. The Council has submitted a bid application for the UK Community Renewal Fund.

- **Business rate income: Business rate in-year collection**
Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets were not assigned for 2020/21 business rate income as the Council chose to suspend recovery action for a good part of the year in order to support our businesses. For 2021/22 no targets have yet been set as the service is not fully resourced and the courts are limiting action which is impacting on collection.

At the end of quarter 1 we achieved a business collection rate of 25.0% of the expected in-year total, collecting £20.6m. The collection rate is 1.9% below the same time last year however once the payments for SBC properties have been applied the rate would be 29.6%. The majority of the SBC accounts were paid in July which will reflect in Q2 collection rate.

Retail businesses were given 100% relief for the first three months of the financial year which will reduce to 66% from July onwards, however the payments will not start until August 2021 due to the notice period needed. In addition, other businesses have not made payments as they see this as unfair. Recovery action has also been slowed by the conditions imposed by the Courts, reducing the number of summonses that can be issued. There will be a much clearer picture of business rates collection at the end of Q2.

- **Council tax in year collection**

Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets were not assigned for 2020/21 council tax in year collection rates as the Council chose to suspend recovery action for a good part of the year in order to support our residents. For 2021/22 no targets have yet been set as the service is not fully resourced and the courts are limiting action which is impacting on collection.

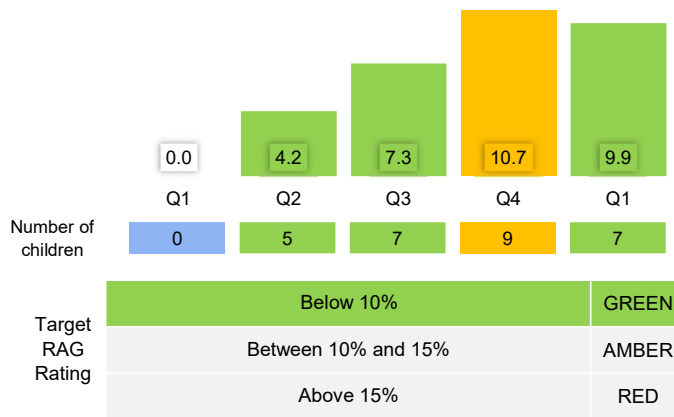
At the end of quarter 1 we achieved a council tax collection rate of 29.3% of the expected in-year total, collecting £22.4m. Although the collection rate is 0.9% (£1.7m) above the same time last year which was impacted by the pandemic as many were furloughed or lost work during this time, the rate is 1.3% below the Q1 rate for 2019/20. Many families remain impacted by loss of income, the furlough scheme drawing to a close and this will impact on current year collection along with resource issues both in SBC and the court.

Recovery activity restarted in November 2020, taking into consideration the circumstances of our residents, many of the debts have extended payment arrangements to support our residents and it may take some time for many of residents to be able to clear these arrears. We will continue to collect this debt while being firm but fair in our collection methods and identifying vulnerabilities as necessary.

Outcome 1: Slough children will grow up to be happy, healthy and successful

1. Percentage of child protection plans started in the past quarter that were repeat plans within 2 years

9.9 ↑

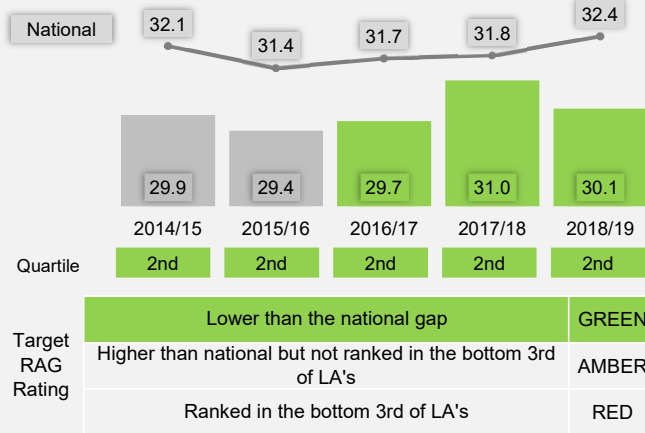


There were 71 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 41 families. Seven children became subject to a CPP for the second or subsequent time within 2 years, this relates to 3 families. There were 9 children (12.7%) that became subject to CPP for the second or subsequent time regardless of how long ago that was, this relates to 5 families.

All decisions in relation to children's protection are appropriate. During Q1, 7 children became subject to a Child Protection Plan for the second or subsequent time within two years. Looking at this over the last 12 months this involves 28 children out of 371 (7.5%). When compared in 2020/21 Q4, with LAs within the South East (24%) Slough is not an outlier.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage

30.1 ↑



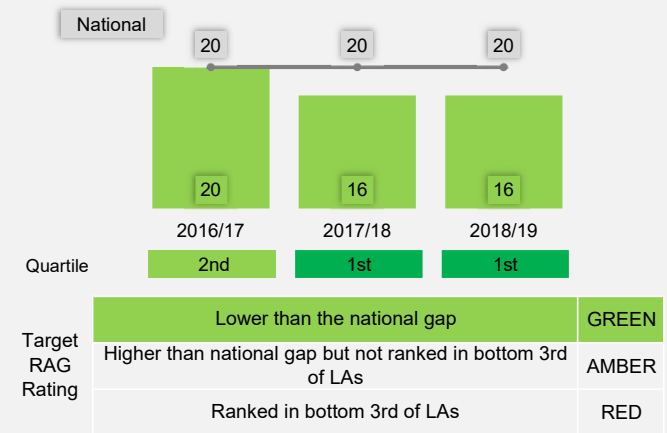
Measured once a year, derived from teacher assessments.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

Due to Covid-19 no teacher assessments were submitted in academic year 2019/20 or 2020/21. The next annual update based on academic year 2021/22 is due at the end of quarter 3 in 2022/23.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths

16 ↔



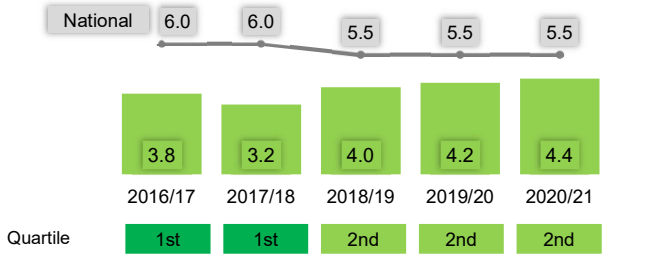
Measured once a year, derived from end of year exams.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

Due to Covid-19 there were no end of year key stage 2 exams in academic year 2019/20 or 2020/2021. The next annual update based on academic year 2021/22 is due at the end of quarter 3 in 2022/23.

Outcome 1: Slough children will grow up to be happy, healthy and successful

4. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)



Target RAG Rating	5% or lower	GREEN
	Higher than 5% but below or equal to national	AMBER
	Above national average	RED

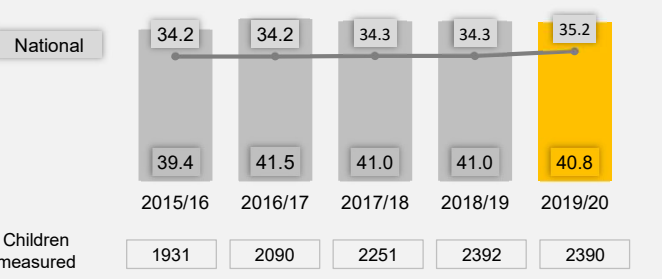
Measured once a year, involving local establishment of school leaver destinations. Rate calculated based on the average for December, January and February.

The 2020/21 combined Not in Education, Training or Employment (NEET) & Not Known rate increased to 4.4% from 4.2% the previous year but remains below the national average of 5.5% and South East average of 6.4%. This places Slough in the 2nd quartile nationally, ranked 57th out of 152 LA's.

One of the most significant factors influencing the increase was the complexity across the NEET cohort, with young people needing longer term support to move into a positive education, employment or training destination. The pandemic has also impacted the availability of apprenticeships and jobs.

As part of the 'Our Futures' transformation programme the team supporting NEETs and those at risk of becoming NEET in Slough moved to the Early Help hub in Apr-2021. The focus remains on supporting young people of Slough.

5. Number of year 6 aged children classified as overweight including obese in the National Child Measurement Programme as a proportion of all



Target RAG Rating	Lower than national average and rate decreasing	GREEN
	Lower than national average and rate increasing	AMBER
	Higher than national average and rate decreasing	AMBER
	Higher than national average and rate increasing	RED

Child weight is measured annually in the Government's National Child Measurement Programme (NCMP). It covers children in Year 6 (aged 10-11 years) in mainstream state-maintained schools in England.

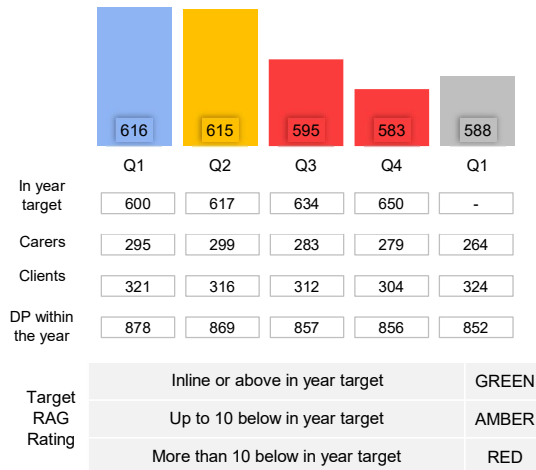
The next annual update is due at the end of quarter 2 in 2021/22.

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

1. Number of adults managing their care and support via a direct payment

588 ↑



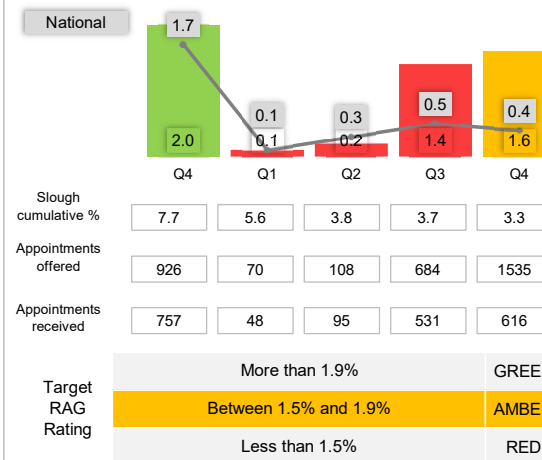
Direct Payments (DP's) are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes. Due to the uncertainty of the impact of Covid-19, no targets have been assigned for 2021/22.

Referrals for new direct payments dramatically reduced during 2020/21 due to pressures to the pandemic resource, with only 80 being received into the Purchasing Personal Budget Team (PPBT) compared to 145 the previous year. Direct Payment (DP) Officers often assisted their colleagues in the Purchasing function taking them away from their direct payment duties. They were also unable to carry out face to face visits which gives service users more confidence in asking questions, exploring DPs, and taking up the DP offer when able to meet someone from the team rather than through telephone communications. We've started to see improvements in Q1, with 588 adults managing their care and support via a direct payment compared to 583 in Q4. This includes 52 new referrals in Q1.

Improvement measures are underway for 2021/22 with fortnightly DP transformation project meetings being held with actions set. Workshops have been held with ASC Ops and DP team to review existing processes and breakdown into swim lanes. Identifying where there are delays and missed opportunities for promoting take up with individuals. Working with the co-production network to review information leaflets and external DP communications and suggestions for improvements made. Reviewing & updating the direct payment information on Slough Borough Council website. Establishing a new training and induction programme to be undertaken in early September. Established links with Job Centre Plus to promote Care and PAs as a career opportunity. Establishing how staff members can return to face to face working safely in order to promote uptake of DPs.

2. Uptake of targeted health checks
The percentage of the eligible population aged 40-74 who received a NHS Health Check

1.6 ↑



The national aspiration is to offer an NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of the eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation that 66% take up is achieved). In Slough NHS Health Checks are being offered through the GP practices and also opportunistically in the community.

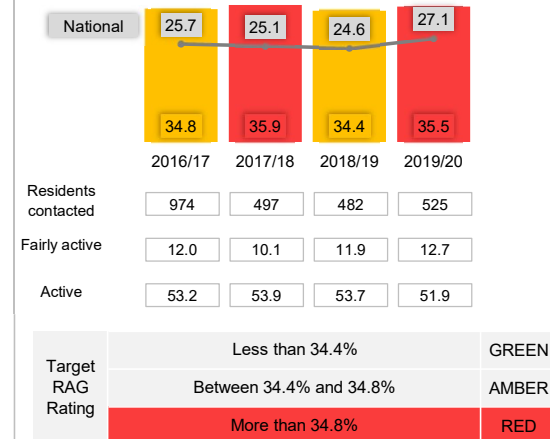
The NHS Health Check programme was paused nationally as per directive from the Department of Health due to the pandemic. As a result, during the first three quarters of 2020/21, rates were low both locally and nationally.

During Q4, Slough used an innovative approach to incorporate NHS Health Checks with the vaccination programme which has worked well, hence the Slough rate for Q4 at 1.6% is well above the national rate of 0.4%. We continue to work with our primary care and community provider to keep the focus on NHS Health Checks as a priority to support COVID recovery.

3. Number of people inactive

The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week

35.5 ↓



This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually from November by Sports England.

The pandemic led to unprecedented decreases in activity levels and as a result, over one in three residents locally (35.5%) compared to one in four nationally (27.1%) were reported as not participating in at least 30 mins of sport at moderate intensity at least once a week. Compared to the previous year:

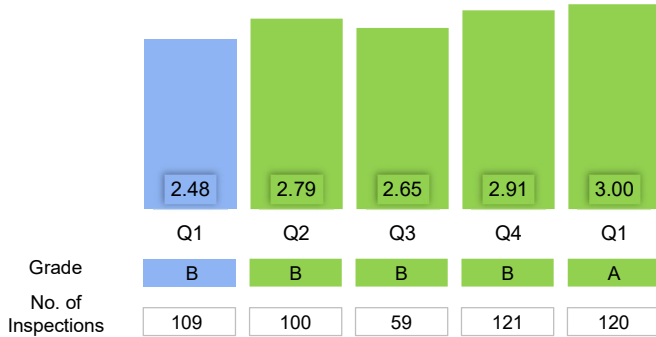
- More inactive adults (Slough 1.1% increase; National 2.5% increase)
- Fewer active adults (Slough 1.8% decrease; National 1.9% decrease)
- More fairly active adults (Slough 0.8% increase; National 0.7% decrease)

2020/21 was obviously impacted heavily by the COVID-19 pandemic. Notwithstanding this, however, we launched Chalvey Can to support and engage with families in Chalvey with high levels of physical inactivity and other health and socio-economic issues. Currently we are working with over 40 families plus a number of individual residents. We were also able to move the Active Slough programme online and featured our local instructors providing guided sessions throughout the day, reaching over 8,500 people through this programme. Unfortunately, although we tried to use virtual engagement to maintain the Breaking Boundaries project this proved very difficult therefore the project was suspended and re-opened in June 2021.

Outcome 3: Slough will be an attractive place where people choose to live, work and stay

1. Level of street cleanliness:
Average score for graded inspections of Gateway sites
(Grade options from best to worst are: A, A-, B, B-, C, C-, D)

A (3.00) ↑



Target RAG Rating	Target
Average EPA grade B or above	GREEN
Average EPA grade B- to C-	AMBER
Average EPA grade D	RED

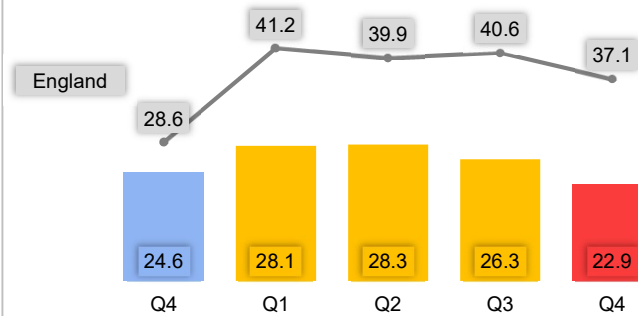
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

During quarter 1 we saw an improvement in the average inspection score of 3.00 resulting in the average grade improving from a grade B to a grade A.

A reduction in staff COVID absences enabled a full service to be deployed across the board. As a result we had the manpower to keep on top of litter within the Borough.

2. Percentage of household waste sent for reuse, recycling or composting

22.9 ↓



Target RAG Rating	Target
Greater or equal to 30%	GREEN
Greater or equal to 25% less than 30%	AMBER
Less than 25%	RED

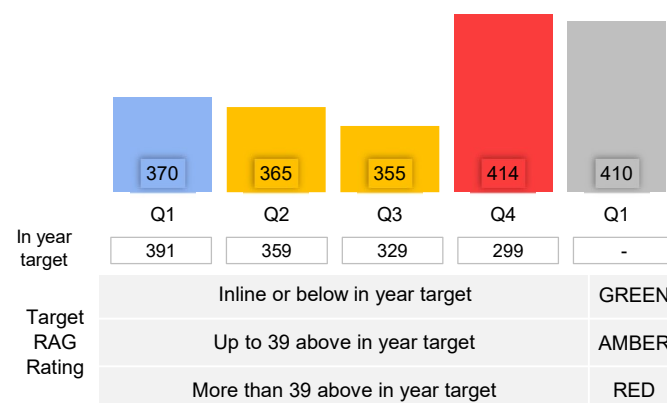
There has been a 1.7% reduction in the overall recycling rate from 24.6% in Q4 2019/2020 to 22.9% Q4 2020/21 and is well below the national average rate of 37.1%.

As expected during the winter period, there was a decrease in garden waste. In comparison to last year, we have collected around 1,000 tonnes more residual waste, with only an increase of around 200 tonnes in recycling, leading to an overall reduced rate for Q4. However, zero waste was sent to landfill as we incinerate all non-recyclable waste.

Outcome 4: Our residents will live in good quality homes

1. Number of homeless households accommodated by SBC in temporary accommodation

410 ↑



The number of households in temporary accommodation is dependent on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing duty, the number of challenges to negative homeless decisions and the number of permanent offers of rehousing that are made. Measure is a count of homeless households in temporary accommodation on final day of each quarter.

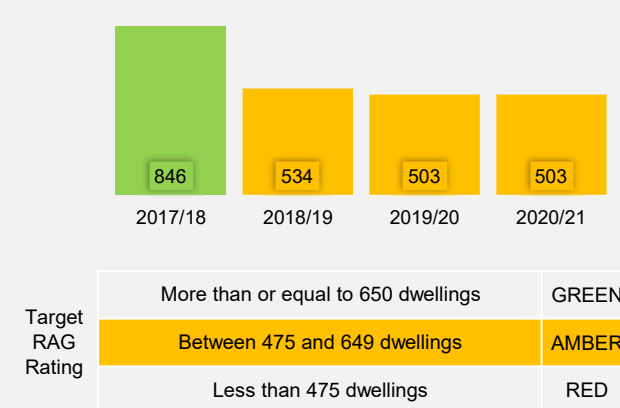
Due to the uncertainty of the impact of Covid-19, no targets have yet been assigned for 2021/22.

We have seen an increase in the number of referrals received during the pandemic. However, we saw a small improvement this quarter with households in TA marginally reduce from 414 households at the end of Q4 to 410 households at the end of Q1. However, this is well above the 370 households from Q1 2020/21. Although there had been a freeze on evictions through the courts, there has been a significant number of referrals of single homeless households in response the governments 'everyone in' campaign during the COVID-19 pandemic, which lasted until 30th June 2021.

There is now a lift on evictions and therefore expected to be a rise in homeless households presenting due to the previous ban which lasted for 14 months. These restrictions ended on 31st May 2021.

2. Number of net additional permanent dwellings completed in the borough during the year

503 ↓

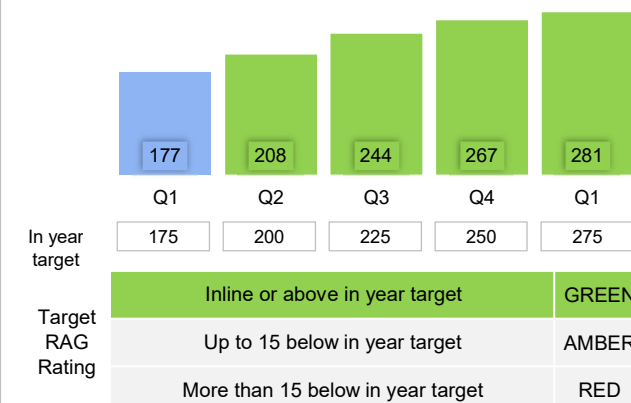


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 4 in 2021/22.

3. Number of licenced mandatory Houses in Multiple Occupation (HMOs)

281 ↑



The figure is a snapshot of the situation at the end of the each quarter. Licences expire or are revoked so the figure is always a balance between licences being issued and those being revoked or expiring.

The enforcement of the requirement for all HMOs to be licenced requires proactive, unannounced visits to properties with unknown occupants so naturally the housing regulation team's activity in this area has been severely restricted by the Covid lockdown which began in early January. None the less we have managed to steadily increase the number of mandatory licenced HMOs by writing to landlords and reminding them of the requirement to licence.

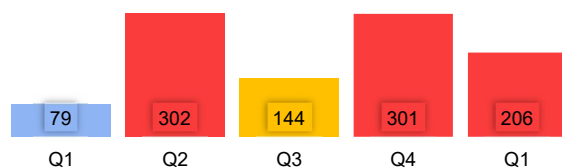
We have initiated prosecution proceedings against one landlord that failed to licence their property, though those proceedings are yet to be concluded. We have also issued financial penalties to another two landlords for failing to licence their properties.

As restrictions are now being eased and officers that are currently shielding move closer to returning to work it is anticipated that there will be a significant increase in the number of licence applications in 2021/22 as the officers begin to accelerate their enforcement activity.

Outcome 4: Our residents will live in good quality homes

4. The number of closed service requests (SRs) that took 90 or more days to close

206 ↑



Target RAG Rating	Range	Color
GREEN	Less than 100	GREEN
AMBER	Between 100 to 150	AMBER
RED	More than 150	RED

As part of the 'Our Futures' programme the structure of the neighbourhood enforcement changed, creating a new team with a borough wide focus on neighbourhood enforcement. The Resilience and Enforcement team (REA) work closely with our Housing team to drive forward changes that focus on tackling the most complex, difficult and long standing issues of crime, Anti-Social Behaviour (ASB) and enviro-crime across the Borough.

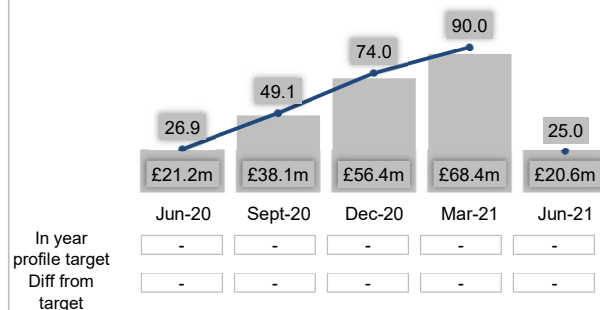
REA continues to work closely with our external partners such as the Police, the Home Office, the Fire and Rescue Services, Waste and Environment, Street Cleansing, Parks and Open Spaces, Private Sector Housing, Food & Safety, Trading Standards, Licensing and Planning, along with other contractor's housing associations, private service providers in order to maintain and enhance the quality of services within the neighbourhood.

During Q1, we received over 1,100 service requests of which 206 (18.7%) took more than 90 days to close. This is an improvement from Q4 of 301 taking more than 90 days to close. The top 3 requests received were for vehicles, noise and fly tipping. A large proportion of the cases taking longer to close transferred across through the restructure. These have either been actioned but not updated on the system or due to the level of complexity of the request, require more time to resolve. The team are working to resolve these requests and expect the numbers to level out as we move through the year.

Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

1. Business rate income
Business rate in year collection
(amount & percentage rate accrued)

£20.6m
25.0%



In year profile target
Diff from target

In year profile target	-	-	-	-	-
Diff from target	-	-	-	-	-

Target RAG Rating	Inline or above the profiled target	GREEN
Target RAG Rating	Up to 0.5% below the profiled target	AMBER
Target RAG Rating	More than 0.5% below the profiled target	RED

Business rates are collected throughout the year; hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets were not assigned for 2020/21 business rate income as the Council chose to suspend recovery action for a good part of the year in order to support our businesses. For 2021/22 no targets have yet been set as the service is not fully resourced and the courts are limiting action which is impacting on collection.

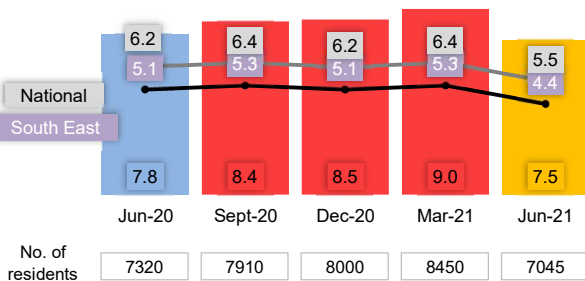
At the end of quarter 1 we achieved a business collection rate of 25.0% of the expected in-year total, collecting £20.6m. The collection rate is 1.9% below the same time last year however once the payments for SBC properties have been applied the rate would be 29.6%. The majority of the SBC accounts were paid in July which will reflect in Q2 collection rate.

Retail businesses were given 100% relief for the first three months of the financial year which will reduce to 66% from July onwards, however the payments will not start until August 2021 due to the notice period needed. In addition, other business have not made payments as they see this as unfair. Recovery action has also been slowed by the conditions imposed by the Courts, reducing the number of summonses that can be issued. There will be a much clearer picture of business rates collection at the end of Q2.

Due to ongoing Covid-19 challenges many of the businesses for whom we have agreed to defer instalments or spread the instalments struggled to make the payments before the end of the financial year 2020/21. We fully expect that there will be a similar situation in 2021/22 but will be working with the businesses to help them make the payments.

2. Access to employment
Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit

7.5



No. of residents

No. of residents	7320	7910	8000	8450	7045
------------------	------	------	------	------	------

Target RAG Rating	Lower than national and rate decreasing	GREEN
Target RAG Rating	Lower than national and rate increasing Higher than national and rate decreasing	AMBER
Target RAG Rating	Higher than national and rate increasing	RED

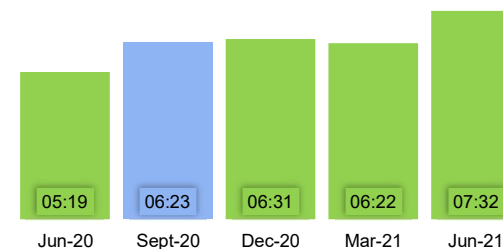
Despite its past strong economic performance, Slough is one of the top 10 places hardest hit economically by Covid. Although the overall rate is improving, it remains above the national and South East of England average and is the 7th highest rate for 16-64 out of the 63 largest cities and towns. Since the start of the pandemic, the borough has seen a large increase in unemployment with 4,225 more people in Slough claiming benefits due to unemployment which includes an additional 685 young people (16-24) and 1,070 older people (50+). By the end of May, 8,400 claims were made for the Coronavirus Job Retention Scheme ('furlough') and 6,900 claims totalling £17.5m were made for Self-Employment Income Support Scheme (SEISS 5).

The furlough scheme is due to close on 30-Sept-21, but there will be some changes as it winds down. From July employers will contribute to furlough pay for hours not worked, starting with a 10% contribution in July, rising to 20% in Aug and Sept, bringing the government's contribution down to 70% then 60%.

The Council has been distributing the government grants to businesses with the support of partner organisations such as Slough BID, Queensmere Observatory Shopping Centre, Thames Valley Berkshire Local Economic Partnership and Berkshire Business Growth Hub. The Council was allocated £132,636 of ERDF funding under the Reopening High Streets Safely Fund in 2020, and a further £132,636 for its successor the Welcome Back Fund. MHCLG has approved the Welcome Back Fund projects activity form that will see the delivery of over projects as part of the economic recovery for the Borough's high streets and town centre.

3. Journey times
Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

7m 32s



Target RAG Rating	Under 10 mins	GREEN
Target RAG Rating	Between 10-13 mins	AMBER
Target RAG Rating	Over 13 mins	RED

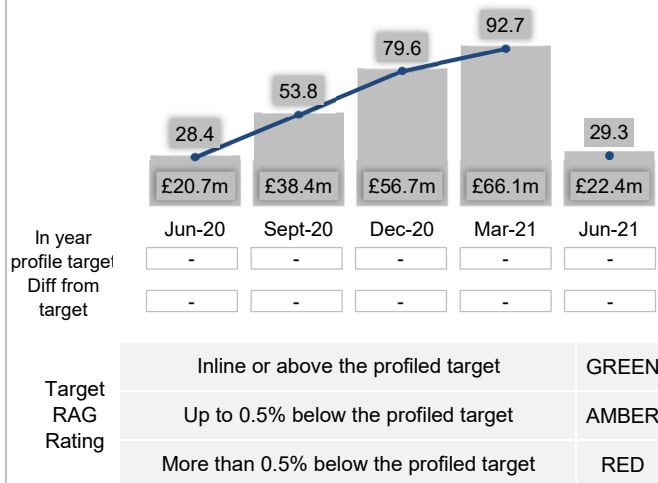
The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Jun-2021 was 7 minutes 32 seconds. This is an increase from the previous quarter (at the end of Mar-2021) of 6 minutes 22 seconds.

With covid restrictions lifted, the average journey times are in-line with pre-covid journey times (7 mins 49 seconds as at Dec-2021).

Corporate Health Indicators

1. Council tax in year collection (amount & percentage rate accrued)

£22.4m
29.3% ↑



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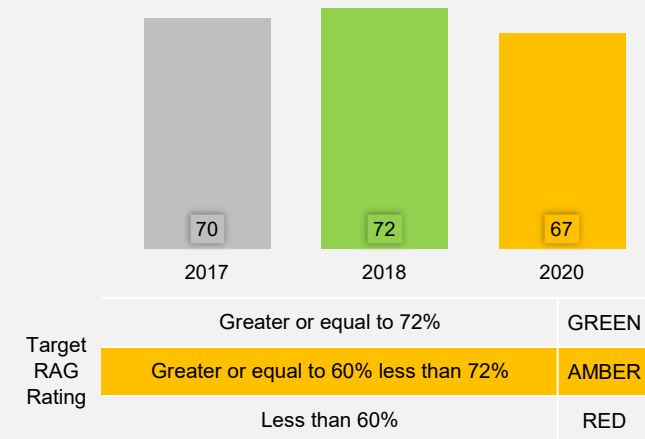
Council tax is collected throughout the year, hence this is a cumulative measure. Due to the uncertainty of the impact of Covid-19 on collection rates, year-end targets were not assigned for 2020/21 council tax in year collection rates as the Council chose to suspend recovery action for a good part of the year in order to support our residents. For 2021/22 no targets have yet been set as the service is not fully resourced and the courts are limiting action which is impacting on collection.

At the end of quarter 1 we achieved a council tax collection rate of 29.3% of the expected in-year total, collecting £22.4m. Although the collection rate is 0.9% (£1.7m) above the same time last year which was impacted by the pandemic as many were furloughed or lost work during this time, the rate is 1.3% below the Q1 rate for 2019/20. Many families remain impacted by loss of income, the furlough scheme drawing to a close and this will impact on current year collection along with resource issues both in SBC and the court.

Recovery activity restarted in November 2020, taking into consideration the circumstances of our residents, many of the debts have extended payment arrangements to support our residents and it may take some time for many of residents to be able to clear these arrears. We will continue to collect this debt while being firm but fair in our collection methods and identifying vulnerabilities as necessary.

2. SBC staff survey: percentage of staff proud to work for the council

67% ↓



Based on the 2020 annual staff survey.

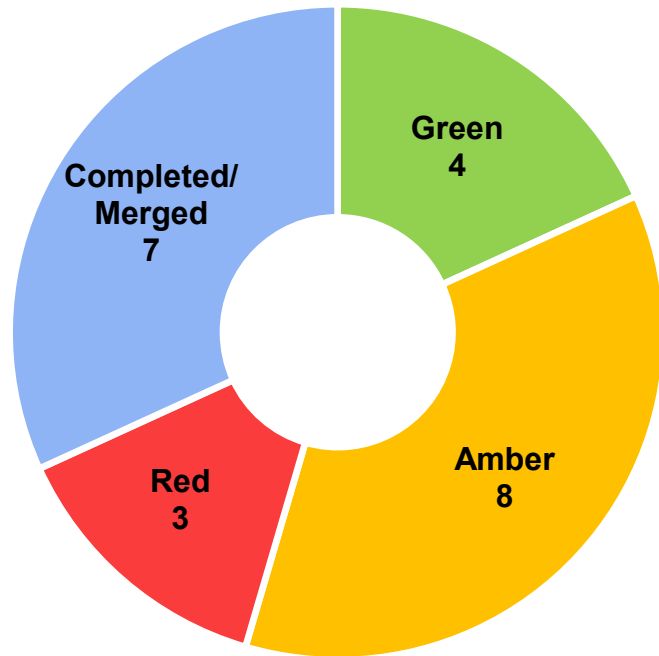
The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

The next annual update is due at the end of quarter 3 in 2021/22.

Project Portfolio

This section of the report provides a summary of progress on Major Projects. The council runs projects throughout the year to deliver against the objectives laid out in our corporate plans. We grade these projects according to magnitude, taking into account a number of conditions including political importance, scale and cost. Projects on the Major Projects Portfolio represent key activity at the Council to deliver its strategic objectives. Projects reported in this report are graded as Gold or Silver. Bronze projects, which are projects with lower value, risk or impact, are managed within services.

Project Portfolio: Overall Status



At the end of Quarter 1 2021/22 there were 15 live projects on the Portfolio, graded as follows:

	Gold	Silver	Total
Qtr-2	10	7	17
Qtr-3	11	6	17
Qtr-4	12	9	21
Qtr-1	8	7	15

Across all projects on the portfolio, 27% were rated overall as **Green** (4 projects), 53% were rated overall as **Amber** (8 projects) and 20% were rated overall as **Red** (3 projects).

Projects **completed or merged with other projects** were:

- Central Hotels Project
- Building Compliance
- Major Highways Schemes
- Akzo Nobel
- Grove Academy
- Cemetery Extension
- Census 2021

A report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available on request.

Further details on the status of Gold projects at end of Quarter 1 2021/22 are set out below.

Arrows demonstrate whether the status is the same (↔), has improved (↑) or worsened (↓) since the previous highlight report:

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Change	Comments
Adult Social Care Transformation	Amber	Amber	Amber	Amber	↔	Workstreams are on track. Savings and outcomes plan in development
Slough Urban Renewal	Amber	Green	Amber	Amber	↔	10 projects in the portfolio
Asset Disposal	Amber	Green	Amber	Amber	↔	Project mobilised. Year-end target in place
Future Delivery of Children's Services	Amber	Amber	Amber	Amber	↓	Legal agreements signed. TUPE consultation undertaken
Home to School Transport	Red	Red	Red	Red	↔	Business case being considered by Executive Board
North West Quadrant	Red	Green	Green	Green	↔	50:50 joint venture (JV) vehicle (North West Quadrant LLP) with Morgan Sindall (managed by MUSE)
Local Plan	Amber	Amber	Amber	Amber	↓	Studies underway. New project board formed
Financial Resilience	Red	Red	Red	Red	↔	S114 preparation was the focus

Performance Indicator Key

Direction of travel

The *direction* of the arrows shows if performance has improved, declined, or been maintained relative to the previous quarter or same period in previous year.

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

For example for overall crime rate indicator where good performance is low:

- A decline in the crime rate would have an upwards arrow ↑ as performance has improved in the right direction.
- An increase in the crime rate would have a downwards arrow ↓ as performance has declined.

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Performance against target

The *colour* of the arrow indicates performance against target for each KPI.

Black arrows are used for indicators where performance has changed but no target has been defined.

GREEN	AMBER	RED	GREY
Met or exceeded target	Missed target narrowly	Missed target significantly	No target assigned

Targets and criteria for RAG status are shown for each indicator.

Benchmarking rankings compared to other councils are shown below each chart, where comparisons are available:

Dark Green	Local performance is within the top quartile
Green	Local performance is within the 2nd quartile
Amber	Local performance is within the 3rd quartile
Red	Local performance is within the bottom quartile

Glossary

Outcome 1

1. Percentage of child protection plans started in the past year that were repeat plans within 2 years

The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, within the last 2 years. Good performance is generally low.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage

This metric is the percentage attainment gap at early year's foundation stage between the achievement of the lowest 20 per cent of achieving children in an area (mean) and the score of the median child in the same area across all the Early Learning Goals (ELGs) in the Early Years Foundation Stage Profile (EYFSP) teacher assessment.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 2 it is based on the percentage of pupils achieving the expected standard or above in reading, writing and maths.

4. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

This is the number of 16 and 17-year olds who are not in education, employment, or training (NEET) or their activity is not known, expressed as a proportion of the number of 16 and 17-year-olds known to the local authority (i.e. those who were educated in government-funded schools). Refugees, asylum seekers and young adult offenders are excluded.

The age of the learner is measured at the beginning of the academic year, 31 August. The annual average is calculated covering the period from December to February.

5. Number of Year 6 aged children classified as overweight including obese in the National Child Measurement Programme as a proportion of all children measured

The proportion of children aged 10-11 classified as overweight or obese. Children are classified as overweight (including obese) if their BMI is on or above the 85th centile of the British 1990 growth reference (UK90) according to age and sex.

Outcome 2

6. Number of adults managing their care and support via a direct payment

Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

- 7. Uptake of targeted health checks: The percentage of the eligible population aged 40-74 who received a NHS Health Check**
The NHS Health Check is a health check-up for adults aged 40-74, designed to spot early signs of conditions such as stroke, kidney disease, heart disease, type 2 diabetes and dementia, and to offer ways to reduce the risk of developing these conditions.

Health Checks are offered by GPs and the local authority, and Slough is seeking to promote a greater engagement amongst residents in taking up this offer. <https://www.nhs.uk/conditions/nhs-health-check/>

- 8. Number of people inactive: The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week**

This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England. <https://activelives.sportengland.org/>

Outcome 3

- 9. Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)**

This metric records the total number of Gateway sites surveyed for litter by each grade in the reporting period.

There is no statutory definition of litter. The Environmental Protection Act 1990 (s.87) states that litter is 'anything that is dropped, thrown, left or deposited that causes defacement, in a public place'. This accords with the popular interpretation that 'litter is waste in the wrong place'.

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations.

It is calculated as: $((T + (Tb/2))/Ts)*100$ where:

T = number of sites graded C, C- or D for each individual element

Tb = number of sites graded at B- for each individual element

Ts = total number of sites surveyed for each element

Grades are:

- Grade A is given where there is no litter or refuse;
- Grade B is given where a transect is predominantly free of litter and refuse except for some small items;
- Grade C is given where there is a widespread distribution of litter and refuse, with minor accumulations; and
- Grade D where a transect is heavily littered/covered in detritus with significant accumulations or there is extensive graffiti/fly posting likely to be clearly visible and obtrusive to people passing through.

- 10. Percentage of household waste sent for reuse, recycling or composting**

This metric calculates the percentage of household waste sent by the authority for reuse, recycling, composting or anaerobic digestion. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion.

The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992.

Outcome 4

11. Number of homeless households accommodated by SBC in temporary accommodation

Measure is the number of homeless households being accommodated on the last day of the quarter. It is a “snapshot” of the position on a single day, not the number of placements made during the time period.

12. Number of permanent dwellings completed in the borough during the year

Measure is a net count of all new dwellings added to the stock within the Borough of Slough each year. 'Net additions measure the absolute increase in stock between one year and the next, including other losses and gains (such as conversions, changes of use and demolitions).' (<https://www.gov.uk/government/statistical-data-sets/live-tables-on-net-supply-of-housing>).

13. Number of licenced mandatory Houses in Multiple Occupation (HMOs)

Measure is a count of total licenced mandatory HMO properties at the end of the quarter. A HMO is a rented property which consists of three or more occupants, forming two or more households where there is some sharing of amenities or where the units of accommodation lack amenities, such as bathrooms, kitchens or toilets. All HMOs with five or more tenants, forming more than one household, must have a council granted HMO licence, regardless of the height of the building (<http://www.slough.gov.uk/business/licences-and-permits/property-licensing.aspx>).

14. Number of service requests which took over 90 days to close

The number of service requests which took over 90 days to close by the Neighbourhood Resilience and Enforcement team. The team was established to tackle the most complex, difficult and long standing issues of crime, Anti Social Behaviour and enviro-crime across the Borough. To support the service model, a strong partnership approach was undertaken which include the Police, Home Office, Waste & Environment, Street Cleansing, the council's external contractors, such as the Housing Associations, Private Service Providers, etc. As such a 90-day timeframe was set in order to provide enough time to investigate and refer cases to the appropriate multi agency working group to deal with multiple issues. Both the Enforcement team and the Housing Management team work collectively on the most challenging cases that have significant negative impact on the residents of Slough.

Outcome 5

15. Business rate income: Business rate in year collection (amount & percentage rate accrued)

This is the amount of non-domestic rates that was collected during the year, expressed as a percentage of the amount of non-domestic rates due. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.

16. Access to employment: Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits

The Claimant Count is the number of people claiming benefit principally for the reason of being unemployed. This is measured by combining the number of people claiming Jobseeker's Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed. Claimants declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made.

Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

17. Journey times: Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

This measure calculated the average journey time taken from Heart of Slough to M4 junction 6 Monday to Friday between 16:30 to 18:30. The timings are measured from the centre of the Heart of Slough junction - there are two measuring units either side of the main X-roads on the central islands – and ends on the A355 Tuns Ln about 20m before the M4 J6 Roundabout. These times are taken from recorded (Bluetooth) journeys made between 16:30-18:30 Monday to Friday each day of each month and are averaged over the month with no adjustments made for holidays, road-works, or other traffic issues.

Corporate Health

18. Council tax in year collection (amount & percentage rate accrued)

This metric is a rate of total receipts of council taxes collected in the year to date expressed as a percentage of the total council tax due for the year. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.

19. SBC staff survey: percentage of staff proud to work for the council

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 20th September 2021

SUBJECT: Revenue and Capital Budget Monitoring Report – Quarter 1 2021/22 (Period 3 – June 2021)

CHIEF OFFICER: Steven Mair, Section 151 Officer

CONTACT OFFICER: Steven Mair, Section 151 Officer

WARD(S): ALL

PORTFOLIO: Councillor Swindlehurst - Leader of the Council and Cabinet Member for Financial Governance, Economic Development & Council Plans

KEY DECISION: NO

EXEMPT: NO

DECISION SUBJECT: NO - this a noting report only.
TO CALL IN

APPENDICES:

- 'A' General Fund Forecast
- 'B' Savings Programme
- 'C' Transformation Fund (Flexible Capital Receipts)
- 'D' Housing Revenue Account Forecast Position
- 'E' General Fund Approved Capital Programme adjusted for budget c/fwds 2020/21
- 'F' General Fund Capital overspends 2020/21 not c/fwd
- 'G' General Fund Capital Programme Monitor
- 'H' HRA Capital Programme Monitor

1 Summary and Recommendations

- 1.1 This report is as at the 30th June. For members information since that date considerable work has been undertaken on verifying the 2021/22 budget position, developing options for 2022/23 and starting to address a wide range of other financial issues including the Dedicated Schools Grant, the annual accounts, company reviews, financial processes etc. which is shown in more detail in the financial action plan elsewhere on the Cabinet agenda and will be reported throughout the year
- 1.2. This report sets out the estimated forecast revenue position for 2021/22 for the General Fund, Housing Revenue Account (HRA), Dedicated Schools Grant (DSG) and the Capital Programme as at the end of June 2021.

- 1.3. The Council General Fund is currently forecasting a cumulative deficit of £111m as at 31/3/22 as per the S1134 notice. The £111m deficit includes an assumed 2021/22 in-year deficit of £6.9m. This is being continually refined and will change.
- 1.4. The current forecast for the in year per S114 position is a forecast overspend of £5.575m and thus the Council's position has improved by £1.325m.
- 1.5. The DSG is forecasting a cumulative deficit of £23.775mm as at 31/3/22, this forecast position has improved recently by circa £3m. This is subject to ongoing monitoring, verification and challenge
- 1.6. The financial implications of Covid-19 will continue to be monitored monthly and reported alongside any grant funding provided to mitigate the spend or lost income.
- 1.7. The forecast HRA position is currently breakeven as at Period 3, this has not yet been reviewed and will thus change.
- 1.8. The forecast Capital programme outturn for the General Fund as at the end of Period 3 is £122.358m.
- 1.9. The forecast Capital programme outturn for the HRA as at the end of Period 3 is £55.077m.
- 1.10. It should be noted that work is commencing on the collection fund with an anticipated completion date of 31 October, likewise work has recently commenced on the HRA. These two estimates thus require considerable work as will others as matters emerge
- 1.11. In addition given the level of staff turnover in the Finance Team and the organisation generally, combined with the lack of accounts for 2018/19, 2019/20 and 2020/21, issues continue to be identified and which will continue to emerge throughout this year.
- 1.12. There is therefore uncertainty in the current forecasts, and they are likely to move from the position summarised below.

Recommendations:

Cabinet is requested to note the current management position on the 2021/22 accounts:

- (a) The council's forecast cumulative deficit and improvement as at the end of June 2021/22 of £1.325m.
- (b) The forecast General Fund revenue position for 2021/22 as at the end of June 2021 is a £5.575m overspend;
- (c) The progress towards the 2021/22 savings programme;
- (d) The work being done by all parties across the Council to verify the savings identified in the 21/22 budget and action being taken to mitigate the budget gap in the current financial year by 30/9/21;
- (e) The current DSG cumulative deficit is £23.775m and in-year forecast as at the end of June 2021/22 is £4.885m deficit.

- (f) The current forecast spend on Transformation to deliver savings;
- (g) The Housing Revenue Account (HRA) is forecast to spend to budget for as at the end of June 2021.
- (h) Approve the capital budgets carry forward from 2020/21
- (i) Note that the current capital programme is unaffordable, and a number of schemes are being reviewed to determine whether they can be stopped or their scope reduced.
- (j) Note that funding assumptions in some schemes that had been included in the capital programme as funded from capital receipts have been updated.
- (k) Note the forecast capital spend for 2021/22, pending review of the programme.
- (l) Note that the capital schemes that have been missed in the 2021/22 budget process will be passed to Council for approval in November 2021.
- (m) Note that a number of capital schemes in the programme have already commenced without business cases coming to Cabinet for approval. These will come to future Cabinet meetings for retrospective decisions as financial governance is improved

2 The Forecast Position 2021/22

Context

- 3.1 Recent work undertaken by the new finance team has resulted in the S114 identifying issues such as the council's Minimum Revenue Provision (the principal repayment on council loans), capitalisation of revenue costs in IT and Property Services, understated insurance provision by way of example.
- 3.2 Further work continues and has indicated that the original notice will not be sufficient to cover the emerging issues. The estimated level of general reserves the Council has at 31 March 2021 is essentially nil. The Council is having further engagement with MHCLG about submitting a Capitalisation Direction.
- 3.3 The Council approved the 2021/22 Budget in March 2021, including a Savings Programme for this year of £15.6m.
- 3.4 Covid-19 is an ongoing issue and a £6.4m contingency was built into the budget to cover any additional expenditure or loss of income as a result of ongoing lockdown measures. It is assumed in the budget that this will be compensated for by the Government with Covid grants.
- 3.5 The financial impact of Covid-19 will continue to be monitored closely throughout the year.
- 3.6 The finance service has an extensive improvement plan which was included in the response to the S114 Notice issued on 2 July 2021. Some of the key points for the 2021/22 budget are listed below:

- introduce rigorous spend control measures, already implemented and which will operate until at least 31/3/22;
- verify the savings identified in the 21/22 budget, officers to draft by 30/9/21;
- review the Housing Revenue Account – October 2021;
- review the Capital Programme, so that it ultimately covers 5 years and likewise everything in it is supported by robust business cases and dependence on external borrowing is reduced, officers to draft initial work by 31/10/21. This will be an improved programme, but work will need to continue beyond this date to secure a fully rigorous and proper programme;
- review the management of the Dedicated Schools Grant to get the annual overspends into balance by 2024/25;
- introduce a solid and consistent approach to business cases to support the evaluation of projects and programmes, to ensure they are aligned with the Council’s priorities, supported by the senior leadership, stakeholders are engaged, and all options are considered – already begun and ongoing.

General Fund

3.7 The forecast General Fund revenue position as at the end of June 2021 is a £5.575m overspend as set out in the following table.

Table 1. General Fund Revenue Forecast 2021/22

Directorate	Budget £'000	Forecast Year- End Position £'000	Full Year Variance £'000	Month 2 Variance £'000	Change (since month 2) £'000
People (ADULT)	46,023	48,653	2,630	3,345	(715)
People (CHILDREN) excl. (SCST)	12,008	12,881	872	1,305	(433)
Children’s Services Trust Contract	30,342	31,179	837	572	265
Place	6,851	9,364	2,513	1,849	664
Customer & Communities	7,141	6,948	(193)	1,093	(1,286)
Finance & Resources	1,053	903	(150)	(150)	0
Corporate Operations	12,904	13,392	488	315	173
Strategy & Improvement	1,591	1,591	(0)	0	(0)
Service Total	117,913	124,911	6,998	8,329	(1,331)
Treasury Management	2,736	2,736	0	0	0
Parish Precepts	185	185	0	0	0
Pension Deficit	4,264	4,264	0	0	0
COVID Contingency	6,400	6,400	0	0	0
Other Corporate Budgets	2,262	2,885	623	623	0
Contribution to Reserves	2,046	0	(2,046)	(2,046)	0
Non-Service Total	17,893	16,470	(1,423)	(1,423)	0
Expenditure Total	135,806	141,381	5,575	6,906	(1,331)

Council Tax	(61,032)	(61,032)	0	0	0
Business Rates – Local Share	(33,531)	(33,531)	0	0	0
Collection Fund Deficit	7,815	7,815	0	0	0
Revenue Support Grant	(6,257)	(6,257)	0	0	0
COVID Grant	(6,375)	(6,375)	0	0	0
Other Grants	(24,225)	(24,225)	0	0	0
Funding Total	(123,606)	(123,606)	0	0	0
Capitalisation Direction	(12,200)	(12,200)	0		
Total	(0)	5,575	5,575	6,906	(1,331)

People Adults

- 3.8 The People Adults directorate has a budget for 2021/22 of £46.023m and as at the end of June 2021 the directorate is reporting a £2.630m overspend, an improvement of £0.715m from last month.
- 3.9 The improvement of (£0.715m) is mainly due to release of further cash savings from the ASC Transformation programme of (£0.711m) and(£1m) additional funding from the Better Care Fund, which is offset by increased staffing and placement costs in L&D and Mental health £0.996m.
- 3.10 The directorate has an in-year savings target of £3.387m in order to remain within the allocated budget. The Adult Social Care Transformation programme is planning to deliver £1.942m of the £3.837m 2021/22 savings target. The work streams to deliver these savings are reporting good progress as they begin to realise actual savings profiled to deliver in the latter part of this year.
- 3.11 High priority work is currently underway to identify further savings to deliver against the People (Adults) share of the cross-cutting and Our Futures savings approved in the Council's March 2021 budget report of £1.895m, which will be reported in future monitoring reports.

People Children

- 3.12 The People Children directorate has a budget for 2021/22 of £42.350m, and as at the end of June 2021, the directorate is reporting a £1.709m over spend, an adverse movement of £0.168m.
- 3.13 The budget pressure of £0.168m is directly attributable to an increase in agency spend for Slough Children First (Company) from ongoing challenges in recruitment to permanent staff and legal cost of adoption, offset by in-year savings from vacancies and re-profiling of savings with the directorate.
- 3.14 The directorate has an in-year savings target of £0.150m, in order to remain within the allocated budget. The savings include those to be delivered by Slough Children First, the Council's wholly owned company, which provides children's social care services.
- 3.15 The directorate has also identified in-year budget pressures of £1.238m. The key issues contributing to this overspend are:

- £0.837m for the Children's Company (Slough Children First) due to the cost of the Innovate teams and increased agency costs due to ongoing challenges with recruitment of permanent staff
- Music Services £0.149m staffing budget gap from the Our Future restructure; service is 100% grant funded
- Capita Contract cost historic budget gap of £0.108m
- £0.471m due to unachieved savings from 2019/20, but projects are now progressing to realise the savings this year.
- £0.076m – Home to school £0.029m and £0.047m additional cost incurred due to Agency staff filling vacant posts
- Unachievable income target from 2019/20 in COMMS & Partnership team

3.16 Work is on-going on a number of proposals to mitigate the current budget gap of £1.709m across children's services (£0.872m) which includes Slough Children First (£0.837m).

3.17 One proposal focuses on the re-designation and repurposing of five of the network of 10 children's centres enabling private, voluntary and independent sector providers to deliver statutory funded early education from these purpose built centres. The savings require community consultation and approval from stakeholders including core purpose delivery partners (enshrined in legislation, sections 1-5 of the Childcare Act 2006) the Cabinet and Ministerial approval from the DfE.

Place

3.18 The Place directorate has a budget is £6.851m, and as at the end of June 2021 the directorate is forecasting an over spend of £2.513m, an adverse movement of £0.664m from last month.

3.19 The adverse movement in forecast is mainly due the impact of a potential 50% reduction in the Council's current capital programme assessed to result in an in-year loss of revenue income of circa £2.005m plus additional cost in Bus Lane enforcement.

3.20 Achievement of the budget is dependent on the Place directorate realising the base savings target and managing in-year pressures that arise. Where base savings cannot be achieved for whatever reason, it is understood by the service managers that these must be compensated by delivering alternative savings within the agreed budget envelope.

3.21 The service budget includes an in-year savings target £7,048k, of which the service is forecasting £6,135k will be achievable, and £913k currently unachievable. A line by line review of the Place directorate budget is underway to identify further savings to mitigate the remaining savings gap and will be reported in the next period.

3.22 The current in year forecast of £2.513m overspend is after applying £1.452m of mitigations identified by the service to reduce the over spends.

3.23 The main contributing factors to the overspend within the directorate are:

- DSO overspend of £0.392m mainly due to salaries being under budgeted from the Our Futures restructure
- Rechargeable work income £0.305m – this should have been the digitisation of billboards tender to generate Slough Borough Council income but delayed due to COVID (this was the pressure in 20.21)
- Energy costs £0.150m – over the last 2 years there has been a regular overspend. The contract incorrectly gave Slough Borough Council a lower price in previous years but now there is a continual pressure.
- Historically on-going budget pressure of £0.200m due to increased target income which has never been achieved re Economic Development Team, included in 2021/22 base budget.
- Capital programme recharge of £2.005m - due the impact of the proposed 50% reduction in the Council's current capital programme assessed to result in an in-year loss of revenue income of circa £2.005m
- £0.913m relating to unachieved savings

Customer and Communities

3.24 The Customer & Community directorate has a budget for 2021/22 of £7.141m and as at the end of June 2021 is forecasting an under spend of (£0.193m), a favourable movement of £1.286m from month 2 forecast.

3.25 The movement is largely attributable to success in recovering circa 75% of income from MHCLG via the income loss scheme and recompense for provision of additional COVID related resource.

3.26 The specific income loss / additional cost of resource is £2.211m and is detailed as follows:

- Customer Service- increased headcount and increased telephony cost – £0.292m
- Revenue and Benefits – Court costs recovery - £0.695m
- Localities and Neighbourhoods – Everyone Active Leisure Services Contract (Management fee to be paid by EA and/or by MHCLG income loss scheme) - £0.931m
- Accommodation – Units of Temporary Accommodation required has increased from 352 to 424 due to a range of factors including lifting of the ban on evictions - £0.293m

Finance

3.27 Finance is forecasting year-end positions of £0.150m underspend. This is mainly due to vacancies within both the Finance and Commercial teams. No change from last month.

Corporate Operations

3.28 Corporate Operations current budget is £12.904m and as at the end of June 2021 the directorate is forecasting an over spend of £0.488m; an adverse movement of £0.173m from last months forecast overspend of £0.315m.

3.29 The adverse movement in forecast is attributable to Unachievable income targets for Observatory House and Chalvey Community Centre.

3.30 The over spend in period 3 is mainly due to Building Management £0.594m, increased casework, complaints and Freedom of Information requests £0.327m, Employee Relations and Policy £0.081m. This is partially offset by an under spend in Business Support.

Strategy and Improvement

3.31 The Strategy and Improvement directorate is staffing costs and is forecasting on budget as at the end of period 3.

4 Savings Programme

4.1 The Council's original 2021/22 budget is dependent on delivery of the budgeted savings of £15.6m that was agreed as part of setting the budget in March 2021.

4.2 The forecast financial impact of the Savings Programme has been included in the forecast positions for the directorates above.

4.3 The table below summarises the forecast savings delivery for 2021/22 that shows the current savings forecast along with the emerging pressures as at the end of June 2021 to give the directorate budget gap:

Table 2. Savings Programme 2021/22

Directorate	Total Savings £'000	Total Savings at Risk £'000	Emerging pressures 2021/22 £'000	New savings 2021/22 £'000	Revised Budget Gap 2021/22 £'000	% of Savings at Risk
Corporate Operations	1,438	0	488	0	488	0%
Customer & Community	2,609	292	1,653	(2,138)	(193)	11%
People (Adults)	3,837	3,100	0	(470)	2,630	81%
People (Children)	150	471	1,238	0	1,709	314%
Place	7,048	913	3,052	(1,452)	2,513	13%
Strategy & Improvement	(233)	0	0	0	0	0%
Finance & Commercial	727	0	0	(150)	(150)	0%
Council-Wide	0	0	1,243	0	1,243	0%
Total Savings Programme	15,576	4,776	7,674	(4,210)	8,240	31%

5 Flexible Capital Receipts Strategy (Transformation Fund)

5.1 With effect from 1st April 2016, the Secretary of State under section 15(1) (a) of the Local Government Act 2003, allowed Local Authorities to use Capital Receipts to fund revenue expenditure. This expenditure must be spent on projects which generate

ongoing savings or reduce demand for services. In the Local Government Finance Settlement 2021/22 this directive was extended for a further three years to 2024/25.

5.2 The Council has made use of this flexible use of capital receipts to fund transformation change costs to deliver ongoing savings.

5.3 Full details of the Transformation Fund are set out in Appendix C which outlines the proposed spend on a scheme-by-scheme basis. The table below summarises the use of the Transformation Fund for 2021/22.

Table 3. Transformation Fund 2021/22

	Budget £'000	Forecast £'000	Variance £'000
Our Futures	3,234	2,935	(299)
Financial Excellence	1,170	1,170	0
Integrating Public Services and Transforming Service Delivery	147	2,072	1,925
Contingency	500	500	0
Total	5,051	6,677	1,626

5.4 The variance of £1.925m relates to a contractual commitment for services provided in previous years that was not included in the 2021/22 transformation programme. This will be included in the next update of the budget.

6 Dedicated Schools Grant

6.1 The Dedicated Schools Grant (DSG) in-year forecast deficit as at the end of June 2021 is a £4.885m, a favourable variance of £2.6m from previous month.

6.2 The favourable movement is mainly due to a reduction in Out of Borough placement costs and in the costs for Independent Special and maintained Special School.

6.3 The Dedicated School Grant has been carrying a deficit for a number of years due to overspend on the High Needs Block. It is estimated that the deficit is forecast to rise to £23.775m by 31 March 2022.

6.4 The current projection is in line with management action plan which was presented to DfE on 26th July and summaries in table 4 below.

Table 4: Dedicated Schools Grant

BLOCKS	Budget £'000	Forecast Position £'000	Full Year Variance £'000	Previous month's Variance £'000	Change £'000	Cumulative surplus/deficit £'000
Schools block	37,174	37,174	0	(100)	100	72
Central Schools Services block	808	808	0	0	0	(833)
Early Years block	15,230	15,230	0	0	0	(29)
High Needs block	20,017	24,902	4,885	7,400	(2,515)	24,565
Total	73,229	78,114	4,885	7,300	(2,415)	23,775

Schools block

- 6.5 School Block is on target and showing nil variance.

Central Schools Services block

- 6.6 CSSB block is showing nil variance.

Early Years block

- 6.7 The current position is showing that this service will be on target. This is a demand funded service with providers claiming funding for actual hours of provision at the hourly rate set by the authority for that particular financial year. The Early Years Block will be confirmed in July/August based on January Census; the Council is currently awaiting this information from DfE.

High Needs block

- 6.8 The projected outturn for the DSG High Needs Block in 2021/22 shows an in-year overspend of £4.8m. The overall DSG deficit carried over from previous years is £19.680m, which would result in a total deficit at the end of 2021/22 of £24.565m.

7 Housing Revenue Account (HRA)

- 7.1 The HRA services original budget 2021/22 is expenditure of £36.461m and income of (£36.960m), to give a net surplus of (£0.499m).
- 7.2 The HRA service is forecast to break even, with forecast expenditure of £37.653m against income of (£37.653m). The forecast increase in expenditure £1.192m is mainly due to a technical adjustment to the Depreciation and funding of Capital Projects budget line (HRA revenue contribution to funding of HRA capital programme), shown in table 2 below, to reflect the additional forecast additional housing rental income of (£0.693m) due to better than expected actual rental income performance and the addition of HRA budgeted of (£0.449m) instead of being transferred to HRA general reserves as planned.
- 7.3 The transfer of the budgeted surplus to the HRA general reserves is not required as the HRA has a provisional general reserves balance brought forward at the beginning of the current financial year.
- 7.4 The HRA is a statutory account and any balances at the end of the year must be carried forward within this account to the next year. The HRA general reserves balance is a provisional balance of £17.227m at the beginning of this financial year and is forecast to be the same as at end of the current financial year.
- 7.5 The latest overall position is summarised in the Table 5 and the detail is shown in appendix D.

Table 5. Housing Revenue Account Forecast 2021/22

Service	Budget £'000	Forecast Year - End Position £'000	Full Year Variance £'000	Month 2 Variance £'000	Change (since month 2) £'000
HRA Expenditure	36,461	37,653	1,192	0	1,192
HRA Income	(36,960)	(37,653)	(693)	0	(693)
HRA Surplus/(Deficit)	(499)	0	499		499
Transfer to HRA Reserves	499		(499)		(499)
Total	0	0	0	0	0

7.6 The HRA 30-year business plan was not updated for the 2021/22 budget and needs to be reviewed. This work is scheduled to happen over the next 3 months and will impact the current reported variance in the table above.

8 Capital

8.1 The capital programme for 2021/22 to 2023/24 was approved by Council on the 8 March 2021. As reported in the s.114 report neither the capital strategy nor the 2021/22 budget report clearly set out the revenue implications of the cost of repaying the borrowing of this programme.

8.2 The report sets out these revenue implications, which are now unaffordable. Schemes are being reviewed to determine whether they can be stopped, or their scope reduced. A report will be produced for Members to approve these changes over the coming months.

8.3 The programme assumed capital receipts to fund the cost of some schemes which had not been identified through due process and therefore been improperly included as such. To correct the position, this unplanned use of capital receipts has been removed. The only planned use of capital receipts now included in the programme is for transformation expenditure which must be funded from capital receipts and the cost of the capitalisation directive. Additional capital receipts will be used to fund the increase in the capitalisation direction that will be requested to balance prior and future years budgets.

8.4 The slippage in spend in 2020/21 reported to 26 July 2021 Cabinet has been added to the capital programme, subject to Cabinet approval.

8.5 Schemes that overspent in 2020/21 but have now been completed, reported to Cabinet on 26 July 2021 totalling £17.526m have not been c/fwd. These are set out in Appendix E. This amount mainly relates to two schemes. The Moxy hotel development which overspent by £12.827m and the Herschel Street car park refurbishment which overspent by £3.799m. The remaining £0.855m relates to a number of smaller schemes. Improved monitoring of schemes will be put into place during this financial year, so Cabinet is given early warning of schemes over-spending in future.

8.6 The revised capital programme is summarised in the table below and in detail in Appendix F.

Directorate	Approved budget 2021/22	C/Fwd from 2020/21	Revised budget 2021/22	Approved budget 2022/23	Approved budget 2023/24	Total capital programme
General Fund	£000s	£000s	£000s	£000s	£000s	£000s
People (Children)	9,004	527	9,531	3,914	280	13,725
People (Adults)	7,013	886	7,899	6,000	1,844	15,743
Customer and Community	3,163	(524)	2,639	2,537	1,455	6,631
Place	58,008	14,847	72,855	16,406	4,682	93,943
Corporate Operations	6,000	5,438	11,438	5,000	5,000	21,438
Finance & Resources	17,251	745	17,996	0	0	17,996
	100,439	21,919	122,358	33,857	13,261	169,476
Housing Revenue Account						
Housing Revenue Account	4,823	7,581	12,404	4,823	4,849	22,076
Affordable Housing	35,849	6,824	42,673	49,051	62,348	154,072
	40,672	14,405	55,077	53,874	67,197	176,148
Total Expenditure	141,111	36,324	177,435	87,731	80,458	345,624

General Fund financed by:						
Borrowing	46,154	21,819	67,973	13,354	7,131	88,458
Other	54,285	0	54,285	20,503	6,130	80,918
	100,439	21,819	122,258	33,857	13,261	169,376
HRA financed by:						
Borrowing	19,424	14,405	33,829	31,589	1,748	67,166
Other	21,248	0	21,248	22,285	65,449	108,982
	40,672	14,405	55,077	53,874	67,197	176,148

8.7 The ongoing revenue cost of financing the general fund element of this programme is £12.741m pa: comprising £10.815m minimum revenue provision; and £1.926m interest. This amount is unaffordable and as such schemes are being reviewed to determine whether it is necessary that they continue.

8.8 Project managers have been asked to identify options that would allow the capital programme to be reduced, so that the only schemes remaining will be those where there is either:

- A Contractual liability
- A Health and Safety obligation
- Fully financed from grant funding

Estimated Outturn 2021/22

8.9 Scheme managers have been asked to provide an update on estimated spend to year-end, where this has not been provided the approved budget has been assumed. These will be updated in future monitoring reports.

8.10 Variances by directorate are set out in the table overleaf and by scheme in Appendices G and H.

	Revised budget 2021/22	Expenditure P3	Estimated Outturn	Variance
	£000s	£000s	£000s	£000s
People (Children)	9,531	46	9,531	0
People (Adults)	7,899	381	7,899	0
Customer and Community Place	2,639	536	2,639	0
Corporate Operations	72,855	2,183	72,855	0
Finance & Resources	11,438	513	11,438	0
	17,996	0	17,996	0
TOTAL	122,358	3,659	122,358	0
Housing Revenue Account				
Housing Revenue Account	12,404	1,087	12,404	0
Affordable Housing	42,673	350	42,673	0
	55,077	1,437	55,077	0
Total Expenditure	177,435	5,096	177,435	0

8.11 Included in the appendices are a number of schemes that have commenced where business cases have not yet been approved by Cabinet. The requirement for a Cabinet approval was a recommendation in the Capital Strategy approved at 8 March 2021 Council. An example of this is the IT infrastructure refresh which encompasses a number of capital projects. Executive Directors will be producing business cases for retrospective Cabinet approval in due course. In future business cases and option appraisals for schemes above £0.250m will be submitted to Cabinet for approval before the schemes commence.

Updated Capital Programme to November 2021 Council

8.12 A review is underway to identify schemes which may need to be added to the capital programme such as bridge capital works that were missed from the capital programme that was approved in March 2021 by Council.

8.13 The Capital Programme will also be updated to include loans to companies owned by the Council that have been omitted from the report to March 2021 Council. These are set out below:

Loan to Slough Children First for Working Capital

£000

8.14 Additional loans to GRE5 for Nova House works and James Elliman Homes for 2021/22 – 2023/24 are currently in the capital programme but are wrongly described, referring to the expenditure. The descriptions have been updated in this report's appendices but for completeness will be reported to Council as a change.

	£000
<ul style="list-style-type: none"> • Loan to GRE5 for work on fire safety measures at Nova House 	2,311
<ul style="list-style-type: none"> • Loan to James Elliman Homes for property acquisitions 	13,324

9 Implications of the Recommendation

9.1 Financial implications

The financial implications are contained within this report.

9.2 Legal implications

Local authorities are legally required to set a balanced budget on an annual basis. The s.151 officer has a duty to issue a s.114 report to elected members if he is of the opinion that the expenditure of the authority incurred (including expenditure it proposed to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure. The Council's s.151 officer issued such a report on 2 July 2021 and this was considered at a meeting of full council on 22 July 2021. In response the Chief Executive has issued an action plan, highlighted the steps the Council will be taking to deliver savings and balance its budget in future years. Further updates are being provided to cabinet and full Council on a regular basis.

9.3 Risk management implications

Given the level of financial uncertainty, emerging issues and the level of financial resources available to the Council, there is clearly a risk that the current budget before the S114 issues will prove difficult to deliver. In addition to this work continues on issues beyond the current budget set by Council in March 2021 which will impact on the estimated capitalisation direction

In order to mitigate these risks further support will be sought from MHCLG and the Council will be taking on board the recommendations of the external auditors to address gaps in the finance service which will allow matters to be addressed.

9.4 Environmental implications

None

9.5 Equality implications

There no identified equality implications from this report. Equality impact assessments will be completed for new savings proposals.

10 Background Papers

- Revenue Budget Report to Full Council - March 2021
- Capital Strategy to Full Council – March 2021
- S114 Notice to Full Council – July 2021

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SLOUGH BOROUGH COUNCIL

General Fund Revenue Monitoring- June 2021 - Month 3

Directorate	Budget £'000	Forecast Year-End Position £'000	Full Year Variance £'000	Month 2 Variance £'000	Change (since month 2) £'000
PEOPLE (ADULTS)					
Public Health	6,537	6,537	0	0	0
Commissioning	2,502	2,295	(207)	(207)	0
People Adults Management	(155)	(794)	(639)	(639)	0
Localities Social Work	17,535	19,595	2,060	2,233	(173)
Safeguarding Partnership team	487	487	0	0	0
RRR & Long Term OTS	632	697	65	235	(170)
Lavender Court	604	797	193	0	193
Mental Health	4,872	5,732	860	632	228
CTPLD	11,950	12,380	430	1,091	(661)
Long Term Services	0	0	0	0	0
Day Services Unit	1,060	928	(132)	0	(132)
Total	46,023	48,653	2,630	3,345	(715)
PEOPLE (Children, Learning and Skills)					
CLS Directorate	5,109	5,109	(0)	180	(180)
Inclusion	748	795	47	185	(138)
Children's Services Trust Contract	30,342	31,179	837	572	265
School Services	4,334	4,674	340	239	101
Early Help Hub	1,963	1,631	(332)	(195)	(137)
Early Years Education	251	500	249	(710)	959
People Children Management	(803)	(361)	442	695	(253)
Children's Centres / Family Hubs	743	870	127	911	(784)
Sub-Total	42,687	44,397	1,709	1,877	(168)
Dedicated Schools Grant (DSG)	(337)	(337)	(0)	0	(0)
Total	42,351	44,060	1,709	1,877	(168)
Place					
Asset Management	(877)	(640)	237	317	(80)
Community Safety, Housing Regulation & Enforcement	1,094	983	(111)	150	(261)
Environmental Services	11,464	11,857	393	385	8
Infrastructure	3,715	4,297	582	(411)	993
Place Delivery	(1,928)	(1,970)	(42)	14	(56)
Place Management	(700)	(173)	527	737	(210)
Place Strategy	(6,689)	(6,075)	614	841	(227)
Planning	443	452	9	22	(13)
Public Protection	329	633	304	(206)	510
Total	6,851	9,364	2,513	1,849	664
CORPORATE OPERATIONS					
Business Support	5,461	5,676	215	(496)	711
Governance	1,905	2,117	212	397	(185)
HR	1,208	1,269	61	68	(7)
IT	4,330	4,330	(0)	346	(346)
Total	12,904	13,392	488	315	173
Customer and Communities					
Accommodation	1,167	1,581	414	516	(102)

SLOUGH BOROUGH COUNCIL

General Fund Revenue Monitoring- June 2021 - Month 3

Directorate	Budget £'000	Forecast Year-End Position £'000	Full Year Variance £'000	Month 2 Variance £'000	Change (since month 2) £'000
Customer Services	2,165	1,784	(381)	363	(744)
Learning, Skills & Employment	48	(4)	(51)	130	(181)
Localities & Neighbourhoods	1,279	1,854	574	(480)	1,055
Revenues, Benefits & Charges	2,482	1,733	(748)	565	(1,314)
Total	7,141	6,948	(193)	1,093	(1,286)
Strategy and Improvement					
Communications	333	432	99	0	99
Strategy & Innovation	1,259	1,159	(100)	0	(100)
Total	1,591	1,591	(0)	0	(0)
Finance and Commercial					
Operational Finance	1,697	1,826	129	(340)	469
Strategic Finance	389	389	0	1	(1)
Commercial	(1,033)	(1,312)	(279)	189	(468)
F&R Sub Total before Covid Grant	1,053	903	(150)	(150)	0
GRAND TOTAL	117,913	124,911	6,998	8,329	(1,331)

% of revenue budget over/(under)	6%
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Non Service Areas			
Treasury Management	2,736	2,736	0
Parish Precepts	185	185	0
Pension Deficit	4,264	4,264	0
Covid Contingency	6,400	6,400	0
Other Corporate Budgets	2,262	2,885	623
Contribution to Reserves	2,046	0	(2,046)
Total	17,893	16,470	(1,423)

GRAND TOTAL	135,806	141,381	5,575
% of budget over/(under)			4%

Directorate	New Service	Savings Description	Total 2021/22 £'000	Total Savings Gap £'000	Emerging Pressures £'000	Measures to mitigate pressures £'000	Net Pressures/Mitigations £'000
Corporate Operations	Business Services	Reduce training budget	200	0			0
Corporate Operations	Business Services	Landmark Place - Reduction in costs and move HRA to OH	600	0			0
Corporate Operations	Business Services	Reflect actual Arbour Park Rental Income	80	0			0
Corporate Operations	Business Services	Reactive Repairs - Corporate Buildings	18	0			0
Corporate Operations	Business Services	Cross-cutting Corporate savings allocation	223	0			0
Corporate Operations	Business Services	Our Futures	317	0			0
Corporate Operations	Building Management	Unachievable income targets related to Observatory House and Chalvey Community Centre - offset by in year vacancies		0	88		88
Corporate Operations	Legal and Governance	Legal legacy cases £200k plus 200k which relates to unachievable income target historically assigned to the facilitating of commissioned legal cases to HB Law		0	400		400
Council-Wide	Council-Wide	Pay inflation	0	0	1,243		1,243
Customer & Community	Community	Reduce budget provision for supported employment service	46	46			46
Customer & Community	Community	Creative Academy - to become fully self sustaining	10	10			10
Customer & Community	Community	Remodel library services using technological advancements	300	(91)			(91)
Customer & Community	Community	Reduction in commissioning budget of Young People's	22	22			22
Customer & Community	Community	Reduction in YPS Supplies and Services Budget	50	50			50
Customer & Community	Community	Libraries Publications	21	22			22
Customer & Community	Community	Reduce Housing Incentive Payments budget by 50%	103	(2)			(2)
Customer & Community	Community	Reduce Temporary Accommodation Budget by 18%	172	0			0
Customer & Community	Community	Increase in Homelessness Prevention Grant for one year	857	857		0	857
Customer & Community	Community	Cross-cutting Corporate savings allocation	331	(787)			(787)
Customer & Community	Community	Our Futures	698	166			166
Customer & Community	Community	Emerging Pressures - Revenues & Benefits headcount £565k; Customer Services £363k; Learning & Skills £129k and Asylum seekers/Accommodation £515k		0	1,653	(2,138)	(485)
Finance & Commercial	Commercial	Remove Contracted Services budget	57	0			0
Finance & Commercial	Finance & Commercial	Recommissioning and reviews of major commercial con	150	0			0
Finance & Commercial	Finance & Commercial	Remove Cash Collection budget as no longer needed	18	0			0
Finance & Commercial	Finance & Commercial	Treasury Management Efficiencies	100	0			0
Finance & Commercial	Finance & Commercial	Community Investment Fund	210	0			0
Finance & Commercial	Finance & Commercial	Our Futures	192	0		(150)	(150)
People (Adults)	ASC Operations	Remodel Day Services	350	50			50
People (Adults)	People Adults Non-Group M	Transformation of Adult Social Care	1,445	1,295			1,295
People (Adults)	People Adults Non-Group M	Reduction of Deprivation of Liberty Safeguards (DOLS)	40	0			0
People (Adults)	People Adults Non-Group M	Staffing efficiencies	64	0			0
People (Adults)	People Adults Non-Group M	Review of SLA - decrease contribution by 10%	22	0			0
People (Adults)	People (Adults)	Cross-cutting Corporate savings allocation	1,251	1,111			1,111
People (Adults)	People (Adults)	Our Futures	644	644			644
People (Adults)	People Strategy & Commiss	Joint re-commissioning of Healthwatch contract	21	0			0
People (Adults)	People Strategy & Commiss	Various	0	0		(470)	(470)
People (Children)	Children & Families	Transformation of Early Help Phase 2 - achieving the savings by not recruiting to current vacant posts, and using existing staff to cover where possible	150	33			33
People (Children)	Children & Families	Our Futures	(1,194)	(38)			(38)

Directorate	New Service	Savings Description	Total 2021/22 £'000	Total Savings Gap £'000	Emerging Pressures £'000	Measures to mitigate pressures £'000	Net Pressures/Mitigations £'000
People (Children)	Children & Families	Cross-cutting Corporate savings allocation	770	414			414
People (Children)	Children & Families	DfE - SCST Costs (2 years only)	300	0			0
People (Children)	Education & Inclusion	Transformation of Slough (SBC) Passenger Travel and Transport	124	62			62
People (Children)	Children & Families	Children Trust - Agency Social workers and Legal costs	0	0	837		837
People (Children)	Education & Inclusion	Budget Pressures identified as follows: Capita Contract £108k; Music Services which is fully grant not reflected in the Our futures restructure £148k;Unachievable income target F144 £55k; Agency costs in the Inclusion team of £47k; Home to school	0	0	401		401
Place	Place Management	Income Target from S106 receipts and Partner contribution	300	0			0
Place	Place Management	Holding costs - Stoke Wharf (3 years only)	270	0			0
Place	Place Operations	Reduce Supplies & Services budget	20	0			0
Place	Place Operations	Remove budget for Divisional Mgmt.-Fees-Project Work	40	0			0
Place	Place Operations	Reduced Depreciation on DSO Vehicles (assumed 10 year life) - (ONE-OFF)	375	0			0
Place	Place Operations	Budget Adjustment to reflect rent not charged - Depot at White Hart Road (DSO)	103	0			0
Place	Place Operations	Fall in price of diesel and petrol (2.5%)	34	0			0
Place	Place Operations	Increase Weighbridge charges and collection charges	98	0			0
Place	Place Operations	Grounds Maintenance recharge to HRA	129	0			0
Place	Place Operations	Stop Green Waste for 3 months (Dec/Jan/Feb)	71	0			0
Place	Place Regulation	Community Safety Restructure	118	118		(4)	114
Place	Place Regulation	Use PREVENT Reserve to fund Domestic Abuse and Exploitation Service for 1 year	49	0			0
Place	Place Regulation	CCTV - Review service and seek increased partner funding contributions	109	0			0
Place	Place Regulation	Housing Regulations Team - No appointment to Business Development Manager	50	0			0
Place	Place Strategy & Infrastructure	Property service recharge to Housing Development Programme	250	0			0
Place	Place Strategy & Infrastructure	Rent 3rd floor of Observatory House	75	75			75
Place	Place Strategy & Infrastructure	Street Advertising/Bus Shelter Advertising	75	75			75
Place	Place Strategy & Infrastructure	Highways and Transport - Reduce expenditure on external contractors	195	0			0
Place	Place Strategy & Infrastructure	Parking Income	208	0			0
Place	Place Strategy & Infrastructure	Capitalise - Square Mile Expert Team	500	0	2,005		2,005
Place	Place Strategy & Infrastructure	Regeneration - Income generation for Moxy Hotel	179	0			0
Place	Place Strategy & Infrastructure	Our Futures	3,155	0			0
Place	Place Strategy & Infrastructure	Cross-cutting Corporate savings allocation	645	645		(645)	0
Place	Place Strategy & Infrastructure	Historically on-going pressure due to increased target income which has never been achieved included re Economic Development Team , included in 2021/22 base budget.	0	0	200	(373)	(173)
Place	Place Strategy & Infrastructure	Energy costs – over the last 2 years there has been a regular overspend. The contract incorrectly gave us a lower price in previous years but now there is a continual pressure.	0	0	150	(125)	25

Directorate	New Service	Savings Description	Total 2021/22 £'000	Total Savings Gap £'000	Emerging Pressures £'000	Measures to mitigate pressures £'000	Net Pressures/ Mitigations £'000
Place	Place Regulation	DSO overspend of £392k mainly due to salaries being under budgeted from the Our Futures restruture	0	0	392		392
Place	Place Strategy & Infrastruct	Rechargeable work income – this should have been the digitisation of billboards tender to generate SBC income but delayed due to Covid (this was the pressure in 20.21.)	0	0	305	(305)	0
Strategy & Improvement		Cross-cutting Corporate savings allocation	23	0			0
Strategy & Improvement		Our Futures	(256)	0			0
			15,576	4,776	7,674	(4,210)	8,240

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Transformation Stream	Saving Amount £'000	Resource Required	2021/22 Budget £'000	2021/22 Forecast £'000	Variance £'000
OUR FUTURES					
Council-wide restructure	3,500	HR transformation project team	65	85	20
		HR Business Partner (BC)			
		HR Officer (SB)			
		Director of Transformation (JC)	44	58	14
Reduce Agency Spend	1,500	Redundancy costs Phase 2 and Budget to complete remaining Transformation Programme	1,975	1,806	(169)
		Culture Change Contingency	500	636	136
		Interim Project Manager (ST)	300	0	(300)
Transformation of Adult Social Care	1,445	Consultancy and Delivery Support	350	350	0
OUR FUTURES TOTAL			3,234	2,935	(299)

Financial Excellence					
Cross-cutting - Delivery of Savings Programme	15,976	Fundamental review of Council's Financial Governance and Cont	350	350	0
Cross-cutting - Delivery of Savings Programme		Fundamental review of Council's financial reporting and monitoring arrangements	350	350	0
Equitable Contractual Arrangements	1,500	Legal advice on seeking recompense for historic contract underperformance	150	150	0
Procurement & Contract Management Improvements	1,200	Consultants supporting setup of World Class contract procurement and contract management arrangements	320	320	0
FINANCIAL EXCELLENCE TOTAL			1,170	1,170	0

Integrating Public Services and Transforming Service Delivery					
Home to School Transport	613	Consultancy and Training to achieve cross-cutting efficiencies	147	147	0
Integrating Public Services and Transforming Service Delivery		Insourcing IT and other support functions		1,925	1,925
Integrating Public Services and Transforming Service Delivery Total			147	2,072	1,925

Savings Programme	15,976	Contingency	500	500	0
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TOTAL PROJECTS

5,051	6,677	1,626
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SLOUGH BOROUGH COUNCIL

HOUSING REVENUE ACCOUNT FORECAST POSITION

HOUSING REVENUE ACCOUNT FORECAST (Month 3)					
POSITION 2021-22					
Service - Housing Revenue Account	Budget	Forecast Year-End Position	Full Year Variance	Month 2 Variance	Change (since month 2)
	£'000	£'000	£'000	£'000	£'000
EXPENDITURE					
Management Team (& Recharges)	5,359	5,359	0	0	0
Supported Housing	30	30	0	0	0
Tenant Services	1,868	1,868	0	0	0
Neighbourhood Housing Area North	650	650	0	0	0
Neighbourhood Housing Area South	438	438	0	0	0
Neighbourhood Housing Area East	536	536	0	0	0
Areas & Investigations	611	611	0	0	0
Client Services Team	1,236	1,236	0	0	0
Neighbourhood Resilience & Enforcement Team	344	344	0	0	0
Housing Allocations	73	73	0	0	0
Tenants Participation Team	320	320	0	0	0
Lettings	210	210	0	0	0
Leaseholder Team	263	263	0	0	0
Housing Repairs	8,765	8,765	0	0	0
Interest Charges on HRA Loans	6,219	6,219	0	0	0
Provision for Bad Debts	1,338	1,338	0	0	0
Contingencies	3,500	3,500	0	0	0
Depreciation & Funding of Capital Projects	4,702	5,894	1,192	0	1,192
TOTAL EXPENDITURE	36,461	37,653	1,192	0	1,192
INCOME					
Dwelling Rents	(32,788)	(33,656)	(868)	0	(868)
Garage Rents	(507)	(332)	175	0	175
Shop Rent	(667)	(667)	0	0	0
Other Rents	(526)	(526)	0	0	0
Leaseholder Service Charges	(967)	(967)	0	0	0
General Service Charges	(1,481)	(1,481)	0	0	0
Interest	(24)	(24)	0	0	0
TOTAL INCOME	(36,960)	(37,653)	(693)	0	(693)
HRA Surplus(Deficit)	(499)	0	499	0	499
Transfer to HRA Reserves	499		(499)		(499)
TOTAL	0	0	0	0	0

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Appendix E

Approved gross capital programme 2021/22 to 2023/24 adjusted for the carry forward from 2020/21								
Cost centre		Schemes	Approved budget 2021/22	Carry forward from 2020/21	Revised budget 21/22	Approved budget 2022/23	Approved budget 2023/24	Total capital programme
			£000s	£000s	£000s	£000s	£000s	£000s
			a	b	c=a+b	d	e	f=c + d + e
P331	People (Adults)	Care Act: Social Care IT Developments	0	299	299	0	0	299
P133	People (Adults)	Extra Care Housing	0	0	0	0	1,844	1,844
P195	People (Adults)	Autism capital grant	0	6	6	0	0	6
P395	People (Adults)	Hold long-term disabilities grant	0	335	335	0	0	335
P577	People (Adults)	Learning disability change programme	700	(146)	554	0	0	554
P166	Customer and Community	Community/Leisure Facilities/Small Capital N	222	(222)	0	222	222	444
P141	Customer and Community	Langley Leisure Centre	10	66	76	0	0	76
P969	Customer and Community	Salt Hill Leisure	10	56	66	0	0	66
P165	Customer and Community	Leisure Centre Farnham Road	100	46	146	0	0	146
P164	Customer and Community	New Ice	0	50	50	0	0	50
P083	Customer and Community	Cemetery extension	2,500	(604)	1,896	2,315	1,233	5,444
P873	Customer and Community	Crematorium Project	0	18	18	0	0	18
P880	Customer and Community	Parks & Open Spaces	321	0	321	0	0	321
P198	Customer and Community	Allotment Improvement Pject	0	57	57	0	0	57
P051	People (Children)	Primary expansions (Phase 2 for 2011)	170	67	237	0	0	237
P093	People (Children)	Schools Modernisation Programme	996	172	1,168	600	200	1,968
P101	People (Children)	SEN Resources Expansion	100	280	380	0	0	380
P153	People (Children)	Special School Expansion	5,323	(4)	5,319	2,484	0	7,803
P095	People (Children)	Secondary Expansion	1,510	(130)	1,380	500	0	1,880
P783	People (Children)	Schools Devolved Capital	80	31	111	80	0	191
P673	People (Children)	DDA/SENDA access works	50	0	50	0	0	50
P139	People (Children)	323 High St/Haybrook Early Years Service	25	5	30	0	0	30
P749	People (Children)	Childrens Centres refurbishments	0	34	34	0	0	34
P783	People (Children)	Schools Devolved Capital	0	0	0	0	80	80
P196	People (Children)	Capital Development	750	8	758	250	0	1,008
P222	People (Children)	Children & Families Portal	0	64	64	0	0	64
P146	Customer and Community	Arbour Park Community Sport facility	0	9	9	0	0	9
P191	Place	Fire Risk Assessment Works	0	40	40	0	0	40
P193	Place	Purchase of new Corporate HQ	1,000	762	1,762	0	0	1,762
P580	Place	Mayrise Insourcing	0	8	8	0	0	8
P581	Place	Domestic Wheeled Bins & Containers	125	(6)	119	125	125	369
P178	Place	Refuse fleet & Grounds Plant equipment	86	83	169	86	86	341
P220	Place	Urban Tree Challenge Fund	700	(71)	629	0	0	629
P184	Place	Purchase of 34 Herschel St& 2 Victoria St	0	32	32	0	0	32
P223	Place	Recycling initiatives	500	0	500	0	0	500
P006	Place	Disabled Facilities Grant	550	254	804	550	550	1,904
P194	Place	CPO Reserve	500	15	515	500	500	1,515
P230	Place	Bringing Long term Empty Property back into	200	50	250	200	0	450
P181	Place	Loan to GRE5 for fire safety work at Nova Hse	3,600	(1,289)	2,311	0	0	2,311
P208	People (Adults)	Chalvey Extra Care Housing	6,313	392	6,705	6,000	0	12,705
P102	Place	Local Sustainable Transport	188	0	188	0	0	188
P192	Place	LTP Implementation Plan	638	(377)	261	0	0	261
P160	Place	LED Upgrade	303	(140)	163	0	0	163
P881	Place	Colnbrook By-pass	115	0	115	0	0	115
P209	Place	Zone 1 Sutton Lane Gyrotory (MRT)	2,500	(75)	2,425	2,000	0	4,425
P210	Place	Zone 2 - Foxbrough (MRT)	1,500	(520)	980	0	0	980
P211	Place	Zone 3 - Park & Ride	4,000	762	4,762	0	0	4,762
P212	Place	Zone 4 - Stoke Road (Stoke Rd)	5,000	725	5,725	1,000	0	6,725
P213	Place	Zone 5 - Slough Station (Stoke Rd)	700	2	702	0	0	702
P214	Place	Zone 6 - Wexham (Stoke Rd)	2,000	(921)	1,079	0	0	1,079
P157	Place	Burnham Station LEP	50	(4)	46	0	0	46
P186	Place	Bridge Capital Works	445	36	481	0	0	481
P187	Place	Flood Defence Measures	98	0	98	0	0	98
P235	Place	Improvements LEP	2,000	109	2,109	0	0	2,109
P188	Place	Community Transport	181	0	181	0	0	181
P155	Place	Air Quality Monitoring	32	(14)	18	0	0	18
P125	Place	Electric Vehicle Network	498	15	513	400	400	1,313
P170	Place	Carbon Management - Fleet Challenge	400	32	432	150	265	847
Pxxx	Place	Carbon Management - Public Sector	1,100	0	1,100	0	0	1,100
P168	Place	Re-fit Programme	850	(40)	810	456	406	1,672
P203	Place	Car Club	288	6	294	200	300	794
P225	Place	Environmental Initiatives - Match Funding	500	1,000	1,500	0	0	1,500
P174	Place	Highways Maintenance	524	22	546	524	0	1,070
P111/P728	Place	Major Highways Programme	1,265	154	1,419	1,265	0	2,684
P224	Place	Minor Highway Pavements & Street Improvem	450	150	600	0	0	600
P180	Place	Capital works following stock condition surve	2,300	387	2,687	2,400	1,000	6,087
P228	Place	Asbestos Removal (GF)	500	891	1,391	500	0	1,891
P204	Place	Hub Development	8,072	(996)	7,076	5,000	0	12,076
P226	Place	Youth Hub	5,000	0	5,000	0	0	5,000
P127	Place	Demolitions	0	1,608	1,608	0	0	1,608
P171	Place	Slough Basin (Stoke Wharf)	0	33	33	0	0	33
P135	Place	Plymouth Road (dilapidation works)	0	103	103	0	0	103
P172/P173	Place	Thames Valley University site	3,000	341	3,341	0	0	3,341
P156	Place	Strategic Acquistion Fund	0	2,636	2,636	0	0	2,636
P229	Place	St Martins Place	0	168	168	0	0	168
P179	Place	Loan to James Elliman Homes	5,000	8,324	13,324	0	0	13,324
P161	Corporate Operations	Financial System Upgrades/Agresso Phase 2	1,000	1,500	2,500	0	0	2,500
P084	Corporate Operations	IT infrastructure refresh	5,000	3,938	8,938	5,000	5,000	18,938
P871	Place	Community Investment Fund	840	377	1,217	840	840	2,897
P218	Place	Community Investment Fund - Cabinet	210	175	385	210	210	805
P175	Finance & Resources	Transformation	5,051	745	5,796	0	0	5,796
Pxxx	Place	Reading Archives Extension (SBC contributi	200	0	200	0	0	200
Pxxx	Finance & Resources	Capitalisation Direcion	12,200	0	12,200	0	0	12,200
TOTAL			100,439	21,919	122,358	33,857	13,261	169,476

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Scheme Overspends not C/Fwd

Scheme	Overspends 2020/21 £000's
Community Leisure Facilities/Small Capital Neighbourhood Projects	16
CCTV	7
Refurbishment of Wexham House	5
Children's Centres IT	2
Delegation Portal	1
Housing Renovation Grant	406
New Housing Management	204
A332 Windsor Road Widening Scheme LEP/Other	6
Langley Station LEP	24
Herchel Car Park Refurbishment	3,799
Corporate Property Asset Management	114
Hotel Development	12,827
Refurbishment of 32 Chalvey Road East	51
Cultural Infrastructure	30
Management Information Centre	34
Total	17,526

Appendix G

Capital programme monitor						
Cost centre	Schemes	Revised budget 2021/22 £000s	Expenditure P3 £000s	Estimated Outturn £000s	Variance £000s	
P331	People (Adults)	Care Act: Social Care IT Developments	299	31	299	0
P133	People (Adults)	Extra Care Housing	0	0	0	0
P195	People (Adults)	Autism capital grant	6	0	6	0
P395	People (Adults)	Hold long-term disabilities grant	335	0	335	0
P577	People (Adults)	Learning disability change programme	554	350	554	0
P166	Customer and Community	Community Leisure Facilities/Small Capital N	0	0	0	0
P141	Customer and Community	Langley Leisure Centre	76	0	76	0
P969	Customer and Community	Salt Hill Leisure	66	0	66	0
P165	Customer and Community	Leisure Centre Famham Road	146	0	146	0
P164	Customer and Community	New Ice	50	0	50	0
P083	Customer and Community	Cemetery extension	1,896	526	1,896	0
P873	Customer and Community	Crematorium Project	18	0	18	0
P880	Customer and Community	Parks & Open Spaces	321	0	321	0
P198	Customer and Community	Allotment Improvement Pject	57	10	57	0
P051	People (Children)	Primary expansions (Phase 2 for 2011)	237	0	237	0
P093	People (Children)	Schools Modernisation Programme	1,168	4	1,168	0
P101	People (Children)	SEN Resources Expansion	380	0	380	0
P153	People (Children)	Special School Expansion	5,319	16	5,319	0
P095	People (Children)	Secondary Expansion	1,380	26	1,380	0
P783	People (Children)	Schools Devolved Capital	111	0	111	0
P673	People (Children)	DDA/SENDA access works	50	0	50	0
P139	People (Children)	323 High St/Haybrook Early Years Service	30	0	30	0
P749	People (Children)	Childrens Centres refurbishments	34	0	34	0
P783	People (Children)	Schools Devolved Capital	0	0	0	0
P196	People (Children)	Capital Development	758	0	758	0
P222	People (Children)	Childre & Families Portal	64	0	64	0
P146	Customer and Community	Arbour Park Community Sport facility	9	0	9	0
P191	Place	Fire Risk Assessment Works	40	8	40	0
P193	Place	Purchase of new Corporate HQ	1,762	63	1,762	0
P580	Place	Mayrise Insourcing	8	0	8	0
P581	Place	Domestic Wheeled Bins & Containers	119	10	119	0
P178	Place	Refuse fleet & Grounds Plant equipment	169	0	169	0
P220	Place	Urban Tree Challenge Fund	629	118	629	0
P184	Place	Purchase of 34 Herschel St& 2 Victoria St	32	0	32	0
P223	Place	Recycling initiatives	500	0	500	0
P006	Place	Disabled Facilities Grant	804	111	804	0
P194	Place	CPO Reserve	515	13	515	0
P230	Place	Bringing Long_term Empty Property back into	250	0	250	0
P181	Place	Loan to GRE5 for fire safety work at Nova Hse	2,311	1,100	2,311	0
P208	People (Adults)	Chalvey Extra Care Housing	6,705	0	6,705	0
P102	Place	Local Sustainable Transport	188	0	188	0
P192	Place	LTP Implementation Plan	261	17	261	0
P160	Place	LED Upgrade	163	2	163	0
P881	Place	Colnbrook By-pass	115	0	115	0
P209	Place	Zone 1 Sutton Lane Gytratory (MRT)	2,425	109	2,425	0
P210	Place	Zone 2 - Foxbrough (MRT)	980	(91)	980	0
P211	Place	Zone 3 - Park & Ride	4,762	(1)	4,762	0
P212	Place	Zone 4 - Stoke Road (Stoke Rd)	5,725	0	5,725	0
P213	Place	Zone 5 - Slough Station (Stoke Rd)	702	42	702	0
P214	Place	Zone 6 - Wexham (Stoke Rd)	1,079	(598)	1,079	0
P215	Place	Zone 7 - Offroad cycle routes - Stoke Road	0	0	0	0
P157	Place	Burnham Station LEP	46	0	46	0
P186	Place	Bridge Capital Works	481	274	481	0
P187	Place	Flood Defence Measures	98	0	98	0
P235	Place	Improvements LEP	2,109	247	2,109	0
P188	Place	Community Transport	181	0	181	0
P155	Place	Air Quality Monitoring	18	4	18	0
P125	Place	Electric Vehicle Network	513	0	513	0
P170	Place	Carbon Management - Fleet Challenge	432	(126)	432	0
P239	Place	Carbon Management - Public Sector	1,100	0	1,100	0
P168	Place	Re-fit Programme	810	30	810	0
P203	Place	Car Club	294	0	294	0
P225	Place	Environmental Initiatives - Match Funding	1,500	0	1,500	0
P174	Place	Highways Maintenance	546	2	546	0
P111/P728	Place	Major Highways Programme	1,419	0	1,419	0
P224	Place	Minor Highway Pavements & Street Improvment	600	0	600	0
P180	Place	Capital works following stock condition surve	2,687	364	2,687	0
P228	Place	Asbestos Removal (GF)	1,391	0	1,391	0
P204	Place	Hub Development	7,076	110	7,076	0
P226	Place	Youth Hub	5,000	0	5,000	0
P127	Place	Demolitions	1,608	6	1,608	0
P171	Place	Slough Basin (Stoke Wharf)	33	0	33	0
P135	Place	Plymouth Road (dilapidation works)	103	0	103	0
P172/P173	Place	Thames Valley University site	3,341	15	3,341	0
P156	Place	Strategic Acqisition Fund	2,636	273	2,636	0
P229	Place	St Martins Place	168	16	168	0
P179	Place	Loan to James Elliman Homes	13,324	0	13,324	0
P161	Corporate Operations	Financial System Upgrades/Agresso Phase 2	2,500	0	2,500	0
P084	Corporate Operations	IT infrastructure refresh	8,938	513	8,938	0
P871	Place	Community Investment Fund	1,217	65	1,217	0
P218	Place	Community Investment Fund - Cabinet	385	0	385	0
P175	Finance & Resources	Transformation	5,796	0	5,796	0
Pxxx	Place	Reading Archives Extension (SBC contributi	200	0	200	0
P205	Finance & Resources	Capitalisation Direction	12,200	0	12,200	0
		TOTAL	122,358	3,659	122,358	0

Appendix H

Housing Revenue Account Capital Programme 2021/22

Capital Code	Expenditure	Approved Budget 2021/22 £000	C/Fwd £000	Revised 2021/22 £000	Expenditure P3 £000	Estimated Outturn 2021/22 £000	Variance £000
RMI Capital Programme							
P408	Brooms & Poplar Fire Compliance Upgrade Works		27	27		27	-
P409	Boiler Replacement and heating	500	572	1,072	25	1,072	-
P413	Kitchen & Bathroom Replacement	700	700	1,400		1,400	-
P415	Electrical Systems	120		120	6	120	-
P419	Garage & Environmental Improvements	2,000	1,095	3,095	453	3,095	-
P431	FRA & Asbestos Removal Works		412	412	283	412	-
P547	Major Aids & Adaptations	250	74	324	25	324	-
Planned Maintenance Capital							
P405	Tower and Ashbourne		82	82	62	82	-
P412	Windows and Door Replacement	700	678	1,378	63	1,378	-
P422	Security & Controlled Entry Modernisation	493	390	883		883	-
P433	Capitalised voids	60	55	115	1	115	-
P432	RMI Remodelling and Investment		3,495	3,495	168	3,495	-
	Total RMI Capital Programme	4,823	7,581	12,404	1,087	12,404	-
Affordable Homes							
P437	Akzo Nobel	24,832	3,464	28,296		28,296	-
P575	Affordable Homes	11,017	3,360	14,377	350	14,377	-
	Total Affordable Homes	35,849	6,824	42,673	350	42,673	-
	Total Housing Revenue Account Capital	40,672	14,405	55,077	1,437	55,077	-

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Appendix G

Capital programme monitor						
Cost centre	Schemes	Revised budget 2021/22 £000s	Expenditure P3 £000s	Estimated Outturn £000s	Variance £000s	
P331	People (Adults)	Care Act: Social Care IT Developments	299	31	299	0
P133	People (Adults)	Extra Care Housing	0	0	0	0
P195	People (Adults)	Autism capital grant	6	0	6	0
P395	People (Adults)	Hold long-term disabilities grant	335	0	335	0
P577	People (Adults)	Learning disability change programme	554	350	554	0
P166	Customer and Community	Community Leisure Facilities/Small Capital N	0	0	0	0
P141	Customer and Community	Langley Leisure Centre	76	0	76	0
P969	Customer and Community	Salt Hill Leisure	66	0	66	0
P165	Customer and Community	Leisure Centre Famham Road	146	0	146	0
P164	Customer and Community	New Ice	50	0	50	0
P083	Customer and Community	Cemetery extension	1,896	526	1,896	0
P873	Customer and Community	Crematorium Project	18	0	18	0
P880	Customer and Community	Parks & Open Spaces	321	0	321	0
P198	Customer and Community	Allotment Improvement Pject	57	10	57	0
P051	People (Children)	Primary expansions (Phase 2 for 2011)	237	0	237	0
P093	People (Children)	Schools Modernisation Programme	1,168	4	1,168	0
P101	People (Children)	SEN Resources Expansion	380	0	380	0
P153	People (Children)	Special School Expansion	5,319	16	5,319	0
P095	People (Children)	Secondary Expansion	1,380	26	1,380	0
P783	People (Children)	Schools Devolved Capital	111	0	111	0
P673	People (Children)	DDA/SENDA access works	50	0	50	0
P139	People (Children)	323 High St/Haybrook Early Years Service	30	0	30	0
P749	People (Children)	Childrens Centres refurbishments	34	0	34	0
P783	People (Children)	Schools Devolved Capital	0	0	0	0
P196	People (Children)	Capital Development	758	0	758	0
P222	People (Children)	Childre & Families Portal	64	0	64	0
P146	Customer and Community	Arbour Park Community Sport facility	9	0	9	0
P191	Place	Fire Risk Assessment Works	40	8	40	0
P193	Place	Purchase of new Corporate HQ	1,762	63	1,762	0
P580	Place	Mayrise Insourcing	8	0	8	0
P581	Place	Domestic Wheeled Bins & Containers	119	10	119	0
P178	Place	Refuse fleet & Grounds Plant equipment	169	0	169	0
P220	Place	Urban Tree Challenge Fund	629	118	629	0
P184	Place	Purchase of 34 Herschel St& 2 Victoria St	32	0	32	0
P223	Place	Recycling initiatives	500	0	500	0
P006	Place	Disabled Facilities Grant	804	111	804	0
P194	Place	CPO Reserve	515	13	515	0
P230	Place	Bringing Long_term Empty Property back into	250	0	250	0
P181	Place	Loan to GRE5 for fire safety work at Nova Hse	2,311	1,100	2,311	0
P208	People (Adults)	Chalvey Extra Care Housing	6,705	0	6,705	0
P102	Place	Local Sustainable Transport	188	0	188	0
P192	Place	LTP Implementation Plan	261	17	261	0
P160	Place	LED Upgrade	163	2	163	0
P881	Place	Colnbrook By-pass	115	0	115	0
P209	Place	Zone 1 Sutton Lane Gytratory (MRT)	2,425	109	2,425	0
P210	Place	Zone 2 - Foxbrough (MRT)	980	(91)	980	0
P211	Place	Zone 3 - Park & Ride	4,762	(1)	4,762	0
P212	Place	Zone 4 - Stoke Road (Stoke Rd)	5,725	0	5,725	0
P213	Place	Zone 5 - Slough Station (Stoke Rd)	702	42	702	0
P214	Place	Zone 6 - Wexham (Stoke Rd)	1,079	(598)	1,079	0
P215	Place	Zone 7 - Offroad cycle routes - Stoke Road	0	0	0	0
P157	Place	Burnham Station LEP	46	0	46	0
P186	Place	Bridge Capital Works	481	274	481	0
P187	Place	Flood Defence Measures	98	0	98	0
P235	Place	Improvements LEP	2,109	247	2,109	0
P188	Place	Community Transport	181	0	181	0
P155	Place	Air Quality Monitoring	18	4	18	0
P125	Place	Electric Vehicle Network	513	0	513	0
P170	Place	Carbon Management - Fleet Challenge	432	(126)	432	0
P239	Place	Carbon Management - Public Sector	1,100	0	1,100	0
P168	Place	Re-fit Programme	810	30	810	0
P203	Place	Car Club	294	0	294	0
P225	Place	Environmental Initiatives - Match Funding	1,500	0	1,500	0
P174	Place	Highways Maintenance	546	2	546	0
P111/P728	Place	Major Highways Programme	1,419	0	1,419	0
P224	Place	Minor Highway Pavements & Street Improvment	600	0	600	0
P180	Place	Capital works following stock condition surve	2,687	364	2,687	0
P228	Place	Asbestos Removal (GF)	1,391	0	1,391	0
P204	Place	Hub Development	7,076	110	7,076	0
P226	Place	Youth Hub	5,000	0	5,000	0
P127	Place	Demolitions	1,608	6	1,608	0
P171	Place	Slough Basin (Stoke Wharf)	33	0	33	0
P135	Place	Plymouth Road (dilapidation works)	103	0	103	0
P172/P173	Place	Thames Valley University site	3,341	15	3,341	0
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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th September 2021
SUBJECT:	Recovery and Renewal Plan – Achieving Financial Sustainability
CHIEF OFFICER:	Josie Wragg, Chief Executive
CONTACT OFFICER:	Josie Wragg, Chief Executive
WARD(S):	All
PORTFOLIO:	Councillor James Swindlehurst, Leader of the Council and Cabinet Member for Financial Governance, Economic Development and Council Plans
KEY DECISION:	YES
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	None.

1 Summary and Recommendations

- 1.1 To update Cabinet on the progress and development of plans for Slough Borough Council to achieve financial sustainability, in response to issue of the Section 114 Notice on Friday 2nd July 2021.

To seek permission to proceed with the recovery and renewal plan as set out in this report.

Recommendations:

Cabinet is requested to:

- (a) Note the plans being developed for the recovery and renewal of Slough Borough Council
- (b) Agree in principle for the timeline set-out in this report to achieve these ambitious timescales
- (c) Agree in principle that our recovery and renewal plans form the foundation for our revised strategic plan, so all this work has clear strategic coherence and refer for full Council consideration.

Reason:

To ensure that the recovery and renewal programme is established so the Council can return to a position of financial sustainability.

2 Report

On 2nd July 2021 the Council's Director of Finance & s151 Officer issued a report under s114 of the Local Government Finance Act 1988, which was sent to all Councillors. This advised them that the Council faces "a financial situation of an extremely serious nature".

In response to this, we have been working to urgently develop our recovery and renewal plan which will provide our roadmap to a financially sustainable Council by 2026/27. This will ensure we are able to navigate out of our current challenges towards a planned financially sustainable future.

2.1 Options considered

- (a) Continue with current policy framework.
The priorities of the Council need to move to ensure a financially sustainable future. This option is not recommended.
- (b) Adapt the current 5-year Corporate Plan.
The Corporate Plan was due to be overhauled this year but the urgency and focus of the challenge demands a complete focus on recovery. This option is not recommended.

2.2 Background

2.2.1 Our Futures

The Our Futures programme has been our primary focus of transformation activity since it was established in the summer of 2019. This programme set out to deliver our new operating model, which has been accompanied by a full Council restructure which has now concluded. This work included several workstreams which have been delivering a range of benefits and improvements to how customers and residents access our services.

These workstreams have included:

Partnership working

- Engaging with residents to develop a 2040 vision for Slough which partners across health, education, police and the third sector are signed up to

Digital and technology

- Roll out of Office 365 supported by mobiles and new telephony to allow us to collaborate and work in a more technology enabled and agile way
- The launch of our new website and digital platform to support our channel shift strategy to support more people to access our services online and self-serve

Localities

- Decanting from Landmark Place
- Developing our new locality offers which are part of our new operating model and ways of working, providing a platform to work more closely with partners at a neighbourhood level and ensure services are tailored to the needs of communities as much as possible

Organisational design

- Restructuring our whole Council and introducing a new senior leadership team with five new directorates
- Introducing new role profiles that provide organisational agility and flexibility as we adapt and evolve as an organisation over time
- Introduction of Objectives and Key Results (OKRs) which helps us to ensure we are working together effectively towards aligned objectives
- Significantly improved clarity on the workforce and financial data across the organisation

Governance

- Improved governance across areas such as Companies, albeit recognising that there is much still to do.

All this work has been supported by intensive coordination of communications and culture change activity, including a focus on our brilliant basics and how we work across the Council.

Our operating model was launched in April 2021 and given the emergence of our financial challenges; it is still embedding with a number of vacancies being held. Some of the enablers required to support this new model still need to be taken forward and have been delayed as we unpick some of the questions about investment that may be required. Examples include financial capacity and expertise, improvements to our digital and ICT infrastructure and improvements to our data and insight capability so we can empower services to access and maximise insight more effectively.

Our Futures has provided us with a solid platform to move forward with our recovery and renewal. The flexibility we now have with our new organisational design has equipped us with the agility to make changes more easily as we adapt and respond to our current financial position.

It is proposed that key critical activity from Our Futures is reassessed and reprioritised accordingly and integrated into our recovery and renewal plan. At an operational level this would include:

- Achieving permanence in key areas such as Revenues and Benefits and Adult Social Care
- IT improvements such as WIFI and telephony

It would also include the key enablers referenced in 2.2.6.

In addition, the new programme will oversee the necessary restructuring arrangements that will be needed in the short term at Directorate level and in the medium term as part of the right sizing journey.

2.2.2 Our Recovery and Renewal Strategic Plan

Recovery and renewal will form the basis of the Council's new strategic plan and will support the 2040 vision for Slough. The 2040 vision is a shared partnership vision, and the contribution to delivering the vision over the next nineteen years is a joint effort alongside our partners. Whilst SBC's investment to deliver the vision will be curtailed in the short-term as we navigate our financial challenges, we want to ensure the 2040 vision remains front and centre to our strategic ambition for Slough as a town.

A new corporate recovery and renewal plan is needed to:

- Align SBC's internal priorities to the Slough 2040 Vision and our partnership strategies
- Recognise the severity of the financial situation and the scale of the challenge facing SBC
- Strike a new tone – from doing / intervening to enabling / facilitating and recovery
- Provide the basis for the new strategic framework
- Guide the planning and delivery of services
- Enable performance reporting and management to drive outcomes.

The strategic plan will be governed as follows:

- The Strategy Leadership Team is accountable for the design and delivery of the Corporate Recovery and Renewal Plan 2022-2027
- The Strategic Finance Board is accountable for the Medium-Term Financial Strategy 2022-2027, the Strategy Leadership Team is responsible for implementation of this.

It will also align to the following groups to ensure there is a coherent strategic direction:

- Slough Wellbeing Board
- Other Strategic Partnerships
- Localities and Strong, Health Attractive Neighbourhoods Plans
- Slough Leaders Group.

Our new strategic plan will:

- Ensure that all plans are looked at with great rigour through a financial lens reducing expenditure as far as possible, maximising income and minimising future commitments
- Replace the current five priority outcomes and structure around eight themes of 2040 vision
- Have greater specificity to ensure initiatives can be costed and delivery can be assessed
- Align with the new place brand in terms of the narrative, values and imagery
- Be framed as recovery and renewal plan
- Be more accessible for residents
- Adopt a multimedia approach – webpage, video, document
- Shift the tone towards more enabling / facilitating, reflecting the severity of our financial situation
- Form a key pillar of new strategic framework
- Establish clear links / relationship between corporate plan and partnership strategies.

We will aim to produce an outline plan for November 2021, with a more detailed plan to follow in February 2022.

2.2.3 Our Recovery and Renewal Programme Delivery Plan

We are establishing a recovery and renewal plan and have introduced a governance structure to ensure we are able to oversee this rigorously and respond to any external scrutiny from the Ministry of Housing, Communities and Local Government (MHCLG) and CIPFA.

Our recovery and renewal delivery plan is outlined below and consists of three parallel priorities:

1. Balance our budget for 2021/22 and 2022/23 and beyond
2. Becoming a right sized Council
3. Our core enablers

We will develop a clear strategic plan which brings all these priorities together, aligned to our 2040 vision, by February 2022.

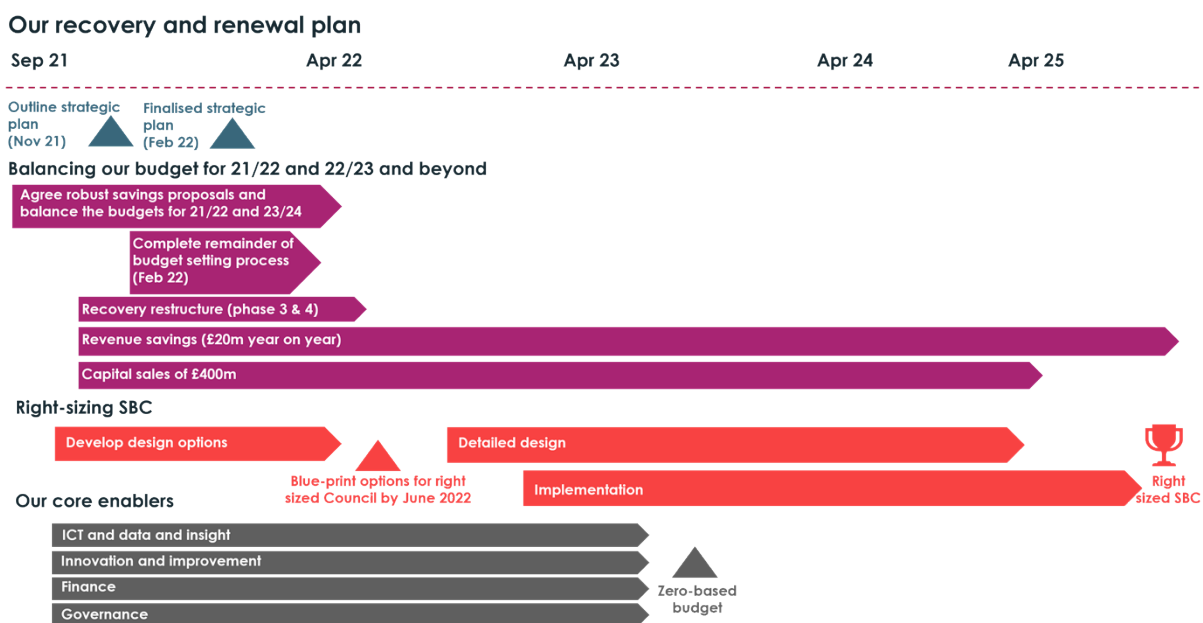


Figure 1 Our recovery and renewal plan

2.2.4 Balancing our budget for 21/22 and 22/23 - securing our short-term financial position

Since June 2021 we have been working urgently across the Council to secure savings proposals that will contribute to balancing our budget for 2021/22 and 2022/23. The Directorate structure will be reduced.

2.2.5 Balancing our budget for the longer term

The Council will need to continue to make considerable savings each year and the process to continue this significant challenge will need to be maintained beyond 22/23. Ongoing rationalisation of the structure is likely to happen during this time.

There will need to be asset disposal programme of an extensive magnitude.

2.2.6 Right sizing our Council

We have started to think about the Council of the future, and how we move to a position of financial sustainability by 2026. We have developed some early thinking and ideas as to what a right sized model for the Council would need to look like. This will involve us needing to reassess and challenge the Councils' role in direct service delivery and explore alternative delivery models where these are appropriate. We aim to work towards a position where we have a blueprint for this to be considered and approved by full Council in June 2022 following rigorous options appraisals.

Right sizing will centre on what our core offer is as a Council. Given the financial situation we are facing, we will need to ensure we focus on the statutory minimum. Where we deliver services above this, we will need to be clear on the benefits required from additional financial investment and be clear as to the rationale in doing so, working alongside our partners. We have started to work on our draft core offer, and this will support our thinking on right sizing the Council.

This programme of work will be undertaken using the Five Case Model approach, recommended by HM Treasury and described in more detail in the Financial Management Update on this agenda.

2.2.6 Core Enablers

As outlined in 2.2.1, there will be some residual activity from Our Futures that will be incorporated within this recovery and renewal plan. There are also some enablers that are required for our financial recovery, and recommendations made on strengthening our governance.

Finance

For the longer-term recovery, the main financial enablers will be:

- Sale of £600m of assets
- A considerable downsizing of the Council – services and staffing – and determining which services the Council can cease
- Some investment in a limited number of services to allow the Council to safely function
- A zero-based budget approach from 2023/24 that will ensure that all expenditure must be justified for each new period. This process will start from a "zero base," and every function within the Council will be analysed for its needs and costs and reduced wherever possible.

Digital and ICT

We are currently reviewing our digital and ICT programme to make sure we are prioritising the right things. As part of Our Futures, we made significant improvements to our ICT. However, we still have some challenges around our infrastructure and servers which will require investment, and we will need to maintain the channel shift priorities that underpin

the Our Futures operating model. We will share more on the shape of our reprioritised digital and ICT improvement programme over the coming months.

Data and Insight

As part of Our Futures, we have started to make improvements to our data and insight. This includes data governance and data architecture. To harness the insight from our data to support our service delivery and decision making, further improvement work is required. This workstream is currently being reviewed and reprioritised in line with investment requirements. We will share more on this over the coming months.

Governance

We have improved governance across areas such as Companies, albeit recognising that there is much still to do. We will review the recommendations from the MHCLG report when it is released, and we will ensure that our governance improvement priorities are aligned to the areas that need to be addressed.

2.2.7 Engaging with our residents

The Chief Executive's response to the 114 reported to full Council in July committed to full public consultation and engagement. The engagement plan is being finalised and will be presented to Cabinet in October 2021.

2.3 Comments of Other Committees

There are none.

3. Implications of the Recommendation

3.1 Financial implications

There will be financial savings that will need to be worked through in greater detail and proposals will need to be robust and deliverable.

3.2 Legal implications

The Council has a number of statutory duties in relation to strategy and financial management. This includes a best value duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Decisions in relation to strategy and financial management will need to be made by all levels of the organisation. Full Council will be responsible for estimating and setting the budget for the purpose of setting council tax. Full Council is also responsible for approving the policy framework, which includes a list of prescribed statutory plans and strategies, as well as plans or strategies for the control of the Council's borrowing, investments or capital expenditure or for determining the Council's minimum revenue provision. Decisions made at Full Council level will include responsibility for approving an updated 5-year plan, as well as approval of the Treasury Management Strategy and the Capital Programme. Cabinet is responsible for determining how expenditure will be incurred, so long as this is in

accordance with the overall budget and for setting policy outside of the prescribed policy framework. This means that Cabinet should be involved in decision-making around service provision, where these decisions are not within delegated authority for officers.

3.3 Risk management implications

As we focus on our recovery and renewal, we will develop a risk log which links to our corporate risk register. Below we have summarised some of our main risks and will ensure these are reflected the appropriate risk registers.

Risk description	Impact	Current Controls	Risk score
Intervention from MHCLG	<ul style="list-style-type: none"> • Will depend on the extent of intervention, but will likely bring further disruption for staff and the leadership team as they understand the impact of any new arrangements 	<ul style="list-style-type: none"> • Early planning and prioritisation of recovery and renewal activity with the leadership team • Engagement with MHCLG to understand headline recommendations from their report so that early programme planning is focused in the right areas 	15
Capacity and capability including losing key and valuable staff	<ul style="list-style-type: none"> • Loss of expertise and corporate memory • Risk to service continuity and delivery • Staff become demotivated and morale suffers 	<ul style="list-style-type: none"> • Development of a robust communications plan so staff understand the journey to recovery and renewal and what it means for them • Continued focus on staff development through roll out of Skills Lab • Monitoring of staff turnover as part of the corporate dashboard so this can be monitored, and action taken as required 	20
Service delivery	<ul style="list-style-type: none"> • Risk to service delivery and statutory obligations • Risk to safeguarding 	<ul style="list-style-type: none"> • Business cases for savings proposals are being considered with expected rigour, including equality impact assessments to understand impact on service delivery • Any right sizing proposals are being developed using the HM Treasury business case model 	20
Impossible ask	<ul style="list-style-type: none"> • Decreased motivation and risk of burnout of staff 	<ul style="list-style-type: none"> • Open dialogue with MHCLG on what is achievable and what is required for success, such as the funds provided by any capitalisation directive 	15

3.4 Environmental implications

At this stage these are unknown but will be assessed as part of the options appraisal process.

3.5 Equality implications

There will be a number of impacts that these changes will initiate. A full equalities impact assessment is part of every business case being assessed.

3.6 Equalities Impact Assessment

As outlined in 3.5.

3.7 Workforce implications

There will be workforce implications that will result from the rightsizing of the Council. The Council's policies on consultation with affected areas will be part of the options appraisals.

3.8 Property implications

There will be property implications as we consider the shape and size of the Council. This will be considered as part of the options appraisals.

4. Background Papers

None.

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th September 2021
SUBJECT:	Financial Action Plan
CHIEF OFFICER:	Director of Finance (S151)
CONTACT OFFICER:	Director of Finance (S151)
WARD(S):	All
PORTFOLIO:	Councillor James Swindlehurst, Leader of the Council and Cabinet Member for Financial Governance, Economic Development & Council Plans
KEY DECISION:	No
EXEMPT:	No
DECISION SUBJECT TO CALL IN:	No
APPENDICES:	No

1 Summary and Recommendations

- 1.1 To provide Cabinet with the first of a series of planned updates on work planned and being undertaken to improve all aspect of the Councils financial position

Recommendations:

Cabinet is requested to note the current position of the financial recovery work and to agree the report be recommended to Council

Report**2 Context and Summary**

- 2.1 As Members are aware the Council has in recent months:

- received two reports from the external auditor containing 17 recommendations and 6 statutory recommendations
- received an opinion for 2020/21 from the internal auditors building on a series of reports in recent years
- issued a S114 notice with a then estimated financial gap of £174m

➤ and is awaiting two reports from MHCLG and CIPFA commissioned as a consequence of the capitalisation direction submitted in 2020

➤ and will be submitting a capitalisation direction in excess of the £174m for the period 2016/17 to 2026/27

2.2 The financial position of the Council is unprecedented nationally and over time and covers a wide range of issues, all which are being addressed. The position continues to develop and resolving these matters will take an estimated 4 years in full as has previously been advised with the bulk, but not all, issues being identified in the first 2 years. Stabilisation of the Council's budgetary position will take beyond that

2.3 The report provides an update on the main issues currently being examined. Most of the work being undertaken is at the investigation and design stage although several major streams of work have already commenced

2.4 Grant Thornton the Council's external auditors recommended and the Council agreed that there would be a report to each Council meeting on the accounts. It is assumed that one outcome of the MHCLG/CIPFA review may be a requirement for a regular report to Council on the budget. Thus the opportunity has been taken to begin to develop a comprehensive update on the Council's finances, processes etc. This will develop further over time. It should also be noted that the embedding of the greatly enhanced practise being developed will take some considerable time to fully implement as will the related culture change

2.5 Issues will continue to emerge throughout this process - they will be reported as and when available through the appropriate reports

EXECUTIVE SUMMARY

2.6 This summary covers the seven substantive issues in the paper and advises how they are being led and managed. As much of this work is at the investigation and design stage the report below summarises and explains the current and planned positions. From the November Council report a usual RAG status report will also supplement this

accounts – the Council has accounts going back to 2016/17 that require prior period adjustments/review/completion. This report sets out the process the Council will be following going forward. This is a proven exemplary process that has been introduced and operated very successfully in other Councils. The process is heavily dependent on the finance team and is being launched on the 21st September with an aspirational target completion of 31/3/22 for all accounts upto 2020/21

at this stage the design is complete and is set out for Members information, investigative work continues on the Council's records to allow work to commence which will be driven through the finance team

completion of the accounts is extremely important as it is a significant identifier of the Council's actual financial position thus allowing it to

budget with more confidence, ensure future issues are minimised and demonstrate its stewardship of public monies

budget - the Council has a series of budgets, capital, treasury management, revenue etc. The management of these has been and continues to be extensively reviewed

a review of the capital programme is nearing completion which subject to Member agreement will see a considerable reduction in the programme. In addition proposals to facilitate the generation of very necessary and significant asset sales are reported here and elsewhere on this agenda. These will finance the forthcoming capitalisation direction and reduce borrowings thus likewise reducing the revenue budgetary impacts of the capital programme which are excessive and which are extremely challenging for the Council. This is a major strand of the Council's future financial recovery

linked to this the treasury management strategy which depends on the capital programme will be significantly revised. In the short term the Council has over £230m of short term borrowing maturing in the next seven months and is currently engaging with MHCLG and HMT on instigating as necessary replacement borrowing

the revenue budget was neither fully prepared nor savings allocated out in the 2021/22 budget process and work has been ongoing since to verify budgets and savings plans for 2021/22 and to generate savings for the already Council agreed 2022/23 budget. A great deal of work has been undertaken by colleagues since July and this continues on an initial planned timeline to Scrutiny in November. Work will also continue beyond that date on the budgets for both years

work on the Housing Revenue Account is about to start and an initial plan to start to address the deficit in the DSG has begun. This will be subject of a separate review in November and may require a further year's work given the scale of the challenges facing the Council

companies - the Council has ten companies, 5 of which are active. The 5 dormant ones will be closed down. This report sets out the work to date and identifies that it is clear that significant improvements can be made to inform the Council's strategic use of companies and strengthen the governance, management, financial reporting and performance management of the companies

currently work has begun on three of the companies – GRE5, SUR and Housing companies, some of which has already been reported into Cabinet and Council

a full suite of activity will be undertaken during the next eighteen months

**internal
audit -**

the council has a large number of outstanding actions in response to internal audit reports going back to 2016/17. A lot of work has been undertaken recently to agree outstanding actions and the focus is now turning to resolving these and more pro actively dealing with internal audit reports going forward. This will taken an estimated six to twelve months to get most matters to where they need to be

systems -

the Council utilises Agresso for its core financial and other systems. A review has been undertaken and requirements are being established which will allow the Council to improve its utilisation of the system and better under pin its financial and other work. This will be determined by November

**finance
team -**

the Council has a very large quantum of work to do to rectify the previous issues and put the Council on a sound financial footing. The external auditors have recommended that the Council invests significantly in its financial, and other, resources and it is understood that this may be a similar requirement arising from the CIPFA review. While the Council has a number of highly professional national leaders now working for it with proven technical, leadership, project management etc skills there is a need to fill gaps in the service at a more operational level. This is currently being addressed. As is the need to secure for the Council an appropriate permanent structure. The former requirements are imminent, the latter will be designed for October

**financial
management –**

as part of the change management of the Council finances new standards are being introduced. Those so far introduced are budget monitoring guidance, financial modelling, business cases for various magnitudes of work and VAT/taxation reviews

2.7 All projects have nominated finance team leaders and project plans where the identification and design work has been completed. In many cases both of these aspects remain continuously developing. At the current time much work is also focussed on resolving immediate issues such as treasury management which could otherwise put the Council at further severe risk. All current projects will with effect from the end of September be reported at a line by line level as well as through normal leadership, cultural and programme management processes

2.8 Assurance is currently also provided to Members through the fact that:

- the team has identified a wide range of issue which while very real and imminent were previously unknown to the Council
- the CIPFA review is expected to not challenge the £174m as reported in the S114 report and agree that this sum will increase
- the outcome of at least one of the two external reviews that have recently taken place is expected to be complimentary of the work undertaken by the finance team in the time available

- the design of approaches etc to tackling the issues is progressing to a very high standard
- all of these have or are being started to be dealt with, embedding good practise will take some considerable time
- the regular reporting, such as this report, which is already taking place
- weekly engagement with Lead Members on appropriate issues

2.9 All of the work is extensive, demanding and will continue to evolve

3 Accounts

2018/19 statement of accounts

- 3.1 The statement of accounts for 2018/19 was presented to the Audit and Governance Committee in May 2021, but the external auditors have not yet provided an audit opinion. The issues preventing an audit opinion are:
- a. a business rates appeal which had not been provided for;
 - b. impairment of a loan to Slough Childrens Trust; and
 - c. agreeing a way forward regarding the understatement of minimum revenue provision (MRP) for the period 2016/17 to date.
- 3.2 As the 2018/19 statement of accounts will have to be signed by the new S151 officer, appointed in May 2021, assurance is needed that the 2018/19 accounts are fairly presented.
- 3.3 Therefore, in view of the external audit issues and the need to provide assurance over the 2018/19 accounts, the plan will be to provide a form of triage on the working papers for 2018/19, which may result in further restatements to the 2018/19 accounts to address the issues raised by external audit.
- 3.4 This opportunity will be used to re-organise the statement of accounts to reduce duplication and put the notes into a more logical order to support the statements.

2019/20 and 2020/21 statements of account

- 3.5 In order to try to catch up on lost time, the plan is to run the preparation of the further two year's accounts in parallel. The theory is that issues are likely to be the same for both years and therefore it will be quicker and more effective to address them at the same time. For example, if there are issues with capital accounting, then they will be prevalent in both years and therefore simpler to resolve at the same time for both years.

Materiality

- 3.6 The external auditors used 1.5% of gross expenditure as the threshold for assessing overall materiality when planning for the 2018/19 audit of accounts, which produced an overall materiality level of £5.9m. However in view of the s.114 notice issued in July 2021 and the new finance team's concerns over the weaknesses in internal controls referred to in the s.114 Notice, a lower level of materiality should be planned for.
- 3.7 Therefore, for the purpose of planning the preparation of the accounts for 2019/20 and 2020/21, overall materiality will be set at £4m based on 1% of gross expenditure in 2018/19 of £398m. Consequently, it is not proposed to report disclosure notes where the balance falls below this level.
- 3.8 Members allowances, exit packages, officer remuneration and related party transactions have all been identified as sensitive disclosures as they tend to attract the most interest, therefore officers plan to ensure that these are accurate to the nearest £.

Approach

- 3.9 The aim will be to use a whole team approach using as many of the existing finance team as possible in order to upskill permanent members of staff and to spread the workload. This will need to reflect that a number of key finance staff are likely to be heavily involved in other tasks such as the expenditure control panels.
- 3.10 The standard approach is that individual officers will be assigned a disclosure note to prepare (the preparer) and that each disclosure note will be subject to first line QA review by a reviewer. Given that some staff assigned a review role may be unfamiliar with undertaking QA review, then all work be subject to second line QA review. This will ensure that both the quality is maintained and the first line reviewer and the preparer understand the standard that the Council is aiming for.
- 3.11 For the 2019/20 and 2020/21 accounts standard closing folders for both years will be set up with folders for each core statement and disclosure note
- 3.12 All working papers will be filed on these folders so that there is a clear trail back from the accounts to centrally filed working papers rather than information filed on personal folders which seems to have been the experience in the past.
- 3.13 For each core statement and disclosure note standard template workbooks will be used to collate information and produce the relevant disclosure. The purpose of using the standard template workbooks is to ensure there is a clear audit trail between the information reported in the accounts back to source documentation, and to provide clear evidence of quality assurance in the accounts preparation process.
- 3.14 Each accounts workbook is structured with the following:
- a) summary sheet to collate and summarise the work done and containing hyperlinks to supporting information
 - b) QA checklist – a standard checklist to evidence the QA, each checklist is tailored to the individual disclosure note
 - c) review sheet for the reviewer to document their review and the preparer to use to respond to queries raised through the review process
 - d) disclosure checklist – an extract from the CIPFA Accounts Disclosure checklist to ensure that the disclosure meets Code requirements
 - e) analytical review to compare the current year with the previous one and seek explanations for variances over £1m;
 - f) Grant Thornton (GT) expected paper checklist –an extract from GT’s expected working paper list relevant to the disclosure or core statement linked to the information requested;
 - g) disclosure note;
 - h) supporting working papers – which may be in the same workbook or hyperlinked files.
- 3.15 For 2018/19, the standard working paper filing system will be used and populated with the existing working papers. Discussions with external audit highlighted that although GT had provided an expected working paper checklist for the 2018/19 audit, the Council’s finance team did not complete this. Consequently, most of the working papers used to support the final accounts for 2018/19 had to be requested individually by GT and were supplied to them via GT’s audit software – Info.

- 3.16 A review of the 2018/19 working papers on the Council's X: drive does not readily show a suite of working papers pulled together for GT. A copy of the working papers provided to GT has been requested from them so that the Council has a record and can see what was provided, and from what source.
- 3.17 For all three years main accounts, the Council will be moving away from the Big Red Button approach which the Council had been using in previous years. Instead, the Council will use a model with in-built validation checks which has been used before. The format will be A4 landscape and thus easier to view on-screen which is the way most users of the accounts view the annual statement of accounts.
- 3.18 Clearly this will mean restating the draft 2018/19 Statement of Accounts into the new format, but the 2018/19 accounts will be subject to triage to provide assurance for the s.151 officer. Restating the accounts will form part of that triage and enable us to draw out underlying issues.

Risk areas

- 3.19 The following areas have been identified as high risk either by the external auditors or from the Council's own assessment of the previous year's accounts:

Capital accounting and fixed asset register

- 3.20 The risks seem to be completeness and accuracy due to lack of controls over disposals and transfers, and misclassifications - for example electricity sub-stations have been classed as investment property, and the Thames Valley University site acquired for investment development has been classed as an operational asset.
- 3.21 In addition, the Council has been valuing its assets on a 5 yearly cycle. However, the Covid-19 pandemic has impacted quite significantly on some classes of asset valuation. Therefore, continuing to use a 5 yearly valuation cycle may overlook significant changes in value between valuations for some asset classes.
- 3.22 Work on the IT budgets has highlighted that revenue expenditure has and is being incorrectly charged to capital.
- 3.23 Therefore, work will be to:
- a) confirm asset movements in year have been correctly identified and accounted for;
 - b) confirm disposals to third party sources (e.g. schools to the DfE academy listing), land registry etc
 - c) review and correct asset classifications
 - d) engage the valuer to provide revised valuations as necessary. This may identify errors in previous years' accounts, in which case an assessment will need to be made of the need for a prior year adjustment.
 - e) review the valuation cycle with a view to commissioning more frequent valuations for higher value assets.
 - f) review capitalisation of revenue costs.

Bank reconciliations

3.24 GT's May 2021 report highlighted issues with the complexity of the processes for producing the bank reconciliation.

3.25 Work will be undertaken to:

- a) review and simplify the bank reconciliation process.
- b) review the number of accounts in use with a view to reducing these.

Capital commitments

3.26 GT's May 2021 report highlighted that the capital commitments disclosure in the 2018/19 accounts had been produced from the approved capital programme rather than a list of outstanding contractual commitments.

3.27 Work on this note will link back to the Council's contracts register.

Debtors and creditors

3.28 GT's May 2021 report identified that debtor and creditor balances were not regularly being reconciled to feeder systems and resolved items cleared down.

3.29 Work will be undertaken to review the evidence supporting debtors and creditors and ensure that reconciliation processes are in place and operating effectively.

Dedicated Schools Grant (DSG)

3.30 GT's May 2021 report commented that the Council had reported the DSG balance as a negative reserve. The 2018/19 accounts reported a negative balance £7m in respect of central items (i.e. the Special Education Needs block).

3.31 CIPFA Bulletin 09 *Closure of the 2020/21 Financial Statements* highlights that under the School and Early Years (England) Regulations 2020 from 1 April 2020, schools budget deficits may not be funded from General Fund but must be carried forward as negative reserves to be funded from future DSG income unless permission has been obtained to fund the deficit from General Fund resources.

3.32 Whilst the above Regulations took effect from 1 April 2020, the CIPFA Closedown bulletin for 2019/20 suggested that the same accounting treatment could be applied retrospectively for 2019/20 i.e. for the DSG negative balance to be reported as a negative balance. Therefore, the Council will continue with this practice, but with a commentary on work being undertaken with schools and the DfE to rectify the position.

Group accounts

3.33 GT's May 2021 report commented that the Council had a number of Group entities some of whom did not have year-ends which aligned with the Council year-end and recommended re-aligning those companies' year-ends to ease closedown.

3.34 In addition, the Council's review highlighted that there were a significant number of Group entities, which may not have been considered for Group accounts.

3.35 Work will be undertaken to re-assess the entire range of interests which the Council has engaged with to ensure that all those which are material to the Council have been consolidated and that the remainder have been appropriately reported.

Long-term debtors

3.36 GT's May 2021 report noted that a loan to James Elliman Homes had not been properly accounted for as a soft loan even though it was provided at a below market interest rate.

3.37 Other work on the Council's companies has highlighted concerns over the identification and accounting for loans to entities within the Council Group.

3.38 Therefore, work will be undertaken to confirm the completeness of loans advanced, the terms of those loans and the proper accounting treatment to be applied.

Declarations of interest

3.39 GT's May 2021 report noted concerns that:

- a) councillor and senior officer declaration forms were not dated and in some cases not signed; and
- b) interim staff were not required to complete the Register of Interests of Hospitality Register.

3.40 Work will be undertaken to ensure that:

- a) all declarations are signed and dated and are updated annually. Given that there were Council elections in May this year, then newly elected or re-elected Members should have had to renew their declarations.
- b) all interim staff occupying senior posts are included in the declaration process.

HRA stock valuation

3.41 GT's May 2021 report commented on consistencies between the Capita Housing Rents system and the Fixed Asset Register.

3.42 Work will be undertaken to ensure that the two systems are being reconciled monthly and that beacon properties used in the stock valuation process remain relevant and representative of the stock.

Staffing numbers

3.43 GT commented that the staffing report used to generate the number of full-time equivalent staff numbers for the banded remuneration disclosure had to be run several times before it was fit for purpose.

3.44 Work will be programmed to ensure that the payroll interrogation is properly run.

Financial instruments

- 3.45 In addition to the soft loan issue highlighted above, the Council's investment in the CCLA Pooled Property Fund had been misclassified in the draft 2018/19 accounts, highlighting a lack of understanding about the current accounting for financial instruments under IFRS9 which came into effect from 1 April 2018.
- 3.47 Work to be undertaken will include a thorough revisit of the classification and accounting for all financial instruments.

PFI

- 3.48 The Council has one PFI contract for three schools which commenced in 2006/07. Experience at other local authorities suggests that often the passage of time means that there is no-one at the authority with a reasonable understanding of the contract, which runs the risk that the future liabilities may be misstated.
- 3.49 Work will be undertaken to review the accounting against the financial model for the contract. This will help put the Council on the correct footing for when IFRS16 Leasing is implemented with effect from 1 April 2022.

Leases and investment property

- 3.50 The Council has a substantial investment property portfolio (£108m). Review of the performance reporting of the investment property shows that no operating costs or financing costs have been taken into account. Therefore, there is a risk that costs and performance have been mis-reported in the accounts.
- 3.51 In addition, some of the leases appear to have been granted with rent-free periods. If the rentals have been accounted for on a cash basis, then there is a risk of misstating rents receivable.
- 3.52 Work will be undertaken to identify and review all leases and review the accounting treatment.

Minimum Revenue Provision

- 3.53 The Council's review of previous years' accounts highlighted that MRP had not been calculated correctly in line with the Council's stated MRP policy since 2016/17. Issues identified include:
- a) not charging any MRP on the £150m balance of unfinanced capital expenditure as at 31 March 2016 for the five successive financial years;
 - b) basing MRP on new borrowing taken out rather than the amount of unfinanced capital expenditure incurred in the year;
 - c) applying a blanket asset life of 60 years (changed to 50 years in 2018/19) regardless of the asset's actual useful life;
 - d) incorrect discount rate used in the annuity calculations.
 - e) applying capital receipts to reduce the MRP
 - f) applying a "saving" from changing from a straight-line MRP approach to an annuity approach as if this policy had applied in the years before the change in the MRP policy.

3.54 The individual capital financing of each capital scheme since 1 April 2016 will need to be reviewed to establish the correct MRP charge for each scheme. This will need to match the annual capital expenditure and financing disclosure.

Post balance sheet events (PBSEs)

3.55 Because of the lapsed time since the end of each of the financial years' accounts it will be necessary to undertake a detailed post balance sheet events review to identify issues which have arisen since the relevant year-end. Clearly the three major issues which have occurred are:

- a) the Covid-19 pandemic which has impacted on asset values and income streams;
- b) the UK exiting the European Union; and
- c) the issuing of the s.114 Notice in July 2021, which impacts on the future financial position of the Council.

3.56 Work will be undertaken to assess the PBSEs in liaison with Grant Thornton.

Going concern

3.57 Going concern assessments have been an issue at other local authority audits for the past few years. The issuing of the s.114 Notice in July 2021 potentially calls into question the future financial viability and sustainability of the Council. However local authorities are creatures of statute and cannot therefore go out of business without statutory changes. The National Audit Office (NAO) published [Supplementary Guidance Note 01](#) to auditors in April 2021 on the application of ISA 570 *Going Concern* to NHS bodies and local authorities.

3.58 The final accounts closedown plan will include a going concern assessment for all years, and the Council will work closely with the external audit team to ensure that accounting and auditing standards are met.

Accounts preparation team

3.59 The Council will be using a whole finance team approach delegating individual notes to staff throughout the finance team. Training has been developed for these officers and this approach will upskill finance staff across the Council

Accounts timetable

3.60 A detailed timetable is being finalised but will need confirming based on staff availability. The broad outline will be:

Undertake triage of 2018/19 accounts	August 2021 to September 2021
Tackle high risk areas for 2019/20 and 2020/21	October 2021 to November 2021
Prepare accounts 2019/20 and 2020/21 accounts	December 2021 to January 2022
QA/review accounts	February 2022
Publish 3 statements of accounts plus 2 prior period adjustments	31 March 2022 – aspirational provisional date and subject to audit

Technical guidance and training

- 3.61 Recognising that there has been a very substantial loss of senior finance staff, and that using the wider finance team will involve staff less familiar with financial reporting, all staff will need access to standard guidance such as the CIPFA Practitioner Guidance Notes to the Code. All guidance will be filed in the Guidance folder in the relevant year's closedown folder.
- 3.62 In addition, the Council will hold weekly technical briefings on specific issues. In the past these have been run as "Techy Tuesdays" to cover topics such as:
- a) understanding the auditor;
 - b) working papers and evidence;
 - c) leasing;
 - d) capital accounting;
 - e) provisions, creditors and contingent liabilities.

External audit liaison

- 3.63 GT use a cloud based system called Inflo to document their audits and to raise queries with audit clients. One of the challenges is keeping on top of the volume of audit queries generated by such approaches. Therefore, to manage the process a dedicated progress chaser to manage queries and chase up progress will be needed and will be arranged.
- 3.64 During the accounts preparation period two-weekly meetings will be held with the auditors to keep them abreast of issues as they arise and present any technical papers where a judgement may be required.
- 3.65 Once the audit commences, weekly meetings will be held with GT to manage the process.

Work Undertaken to Date, Issues Identified and Being Addressed

- 3.66 The group assessment work has identified that the Council has a number of companies of which some are dormant. Action will be taken to formally close the companies with Companies House as they are not needed by the Council.
- 3.67 Working paper folders have been set up for all three financial years -2018/19 to 2020/21. Work has started in trying to identify and review working papers.
- 3.68 Fortnightly external audit liaison meetings have been set up
- 3.69 A programme of technical training for finance staff has been set up to start 21 September 2021 commencing with working papers and evidence.
- 3.70 The latest version of the 2018/19 accounts, presented to the Audit and Corporate Governance Committee on 18th May 2021, have been reviewed to simplify and strip out any unnecessary disclosures. The initial review has identified at least seven disclosure tables that could be removed from the 2018/19 accounts as they are below the £4m materiality threshold noted in para 7 above. This will be revisited again prior to publication of the accounts for all three years to ensure that the

accounts are simplified, and any unnecessary disclosures are removed so far as regulations allow us to do so.

3.71 The aspirational plan is to publish all three years' accounts including prior period adjustments for the two years 2016/17 and 2017/18 on 31 March 2022 – the Council's website will be updated accordingly

4 **Budget**

- 4.1 The Council's budget consists mainly of capital, generating capital receipts, treasury management, revenue – general fund, HRA and the DSG and reserves
- 4.2 Taking each of these in turn the **capital programme** was inadequately reported and controlled and has led to excessive unaffordable borrowing
- 4.3 In order to address this the Council has begun a process of review of the programme that will generate options that will include:
- reviewing all projects funded through borrowing
 - stopping projects that are not essential for Health and Safety or do not have a clear business case
 - reducing allocations where possible
 - deferring expenditure where possible
 - re-profiling expenditure over longer periods if possible
- 4.4 This process is ongoing, will be reported to a future Council meeting and if agreed will see a major reduction in the capital programme in future years
- 4.5 Linked to the capital programme, financing the capitalisation direction and reducing the level of borrowing the Council has also begun a process of commencing a proactive, but orderly disposal process to **generate capital receipts** which will be used firstly to finance these issues. In addition the Council will shortly conduct a procurement exercise in line with the Public Contracts Regulations 2015, to obtain the support of external organisations who can assist the Council with an ambitious programme of asset disposals over the next five years. This is a key strand of the Council's financial recovery

Assets identified for potential disposal

- 4.6 The Council owns approximately 6,700 property assets (land and buildings) with a total value of £1.2bn. A summary analysis is provided below

Table 1 – Council-owned land and buildings at 1 August 2021

Category		Estimated Value	No. of Assets
		£m	No.
1	Investment Assets and land awaiting redevelopment	250	55
2	Assets not currently used in delivering services	20	25
3	General Fund Assets	380	375
4	HRA Assets	550	6,000
	Total	£1,200	6,455

- 4.7 All of these assets will be subject to an options appraisal based on:
- current running costs eg repairs, maintenance and utilities
 - current use and potential for re-purposing
 - contribution to Council priorities
 - where relevant, current investment returns
 - any restrictions on disposal

- expected pre-sale costs eg dilapidations and marketing
- identified disposal opportunities
- expected sales proceeds.

4.8 Marketing efforts can then be prioritised accordingly, within the overall objective of:

- realising disposal proceeds of £200m within two years ie by 1 April 2024
- using this first tranche of capital receipts to finance any Capitalisation Directions received from the Government
- realising further disposal proceeds of between £200m and £400m within the following three years ie by 1 April 2027
- using these disposal proceeds to repay existing debt.

4.9 Members will be advised of option appraisal outcomes in due course. In addition, all property disposals will be subject to formal officer or member approval in accordance with the Council's Constitution and Scheme of Delegation before any binding sale contracts are entered into. Currently these requirements state that:

- all assets valued above £1m will be subject to Cabinet approval.
- assets with a value of £1m or less can be disposed of via delegated authority by the Executive Director of Place, in consultation with the s151 Officer and appropriate Lead Member.

Use of external consultants – Proposed Approach

4.10 A disposal programme of this size will be complex and will require detailed and specialist knowledge of both local and national property markets – especially for complex/high value assets. Options available are as follows:

- Option 1 - Use internal resources to develop and implement the disposal strategy
- Option 2 – Use internal resources to manage the process but appoint external specialists to deal with the operational aspects of disposal.

4.11 It is recommended that Option 2 is pursued and that the Council seeks external support from organisations with a successful track record of working with local authorities on large, high profile asset disposal projects.

4.12 The specialist's key tasks would include:

- analysis of local market needs
- option appraisal for all land and buildings currently owned by the Council
- advising on how best to dispose of Council assets in a way that that delivers expected levels of capital receipts but still represents value for money
- arranging condition and site surveys
- advertising land and property for sale
- proactively identifying and contacting potential purchasers
- completing due diligence work on prospective purchasers
- identifying where appropriate potential sub-lease or sale and lease-back arrangements
- negotiating sale prices, terms and conditions on the Council's behalf
- undertaking value for money assessments
- appointing and liaising with legal advisers, valuers etc.

- liaising with Council officers and reporting to senior management team and elected members as appropriate.

4.13 Procurement of these services will be carried out in compliance with:

- the Public Contracts Regulations 2015,
- Council procurement policies, and
- expenditure Control Panel requirements.

4.14 The revision of the capital programme and the sales of assets has a major impact on the **treasury management** strategy. Nonetheless changes to this have been undertaken to deal with issues identified as part of the Companies review

4.15 One other immediate treasury management issue is also being actioned which is the Council's borrowing

4.16 The Council had temporary borrowing of £413.5m at 9/6/21

4.17 The temporary borrowing falls due in a fairly even pattern over the remainder of the year. As stated in the s.114 Notice, having such a high level of borrowing from other local authorities presents a significant re-financing risk, in that local authority lenders may refuse to lend to the Council forcing the Council to borrow longer-term at fixed rates.

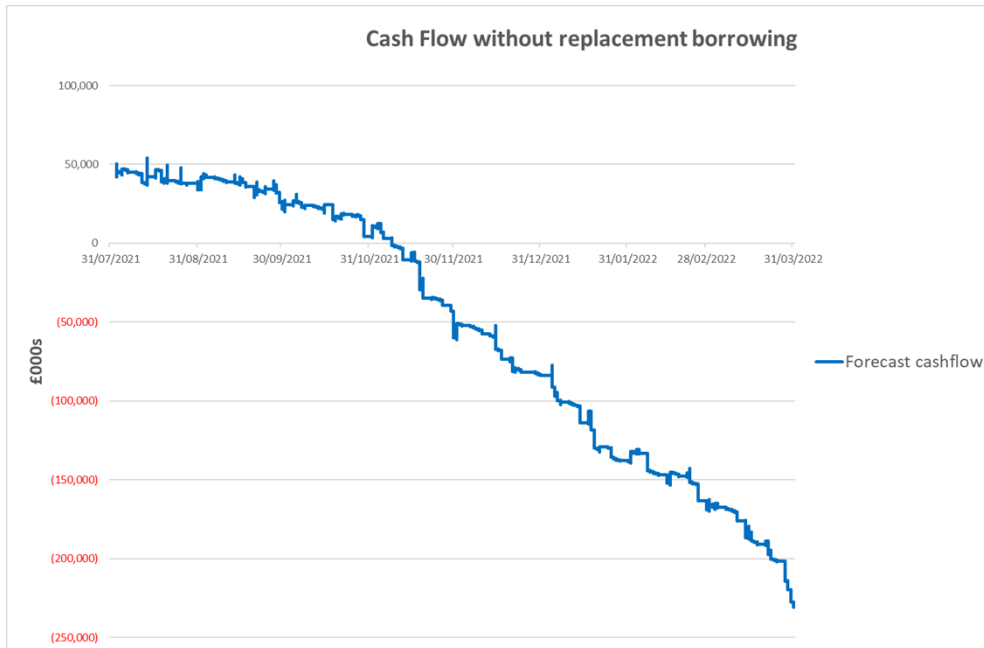
4.18 Since July the Council has had one authority expressing a wish to rollover the loan to Slough BC, which is welcome. Also cashflows have been better than expected and the Council rebased its cashflow on the balances as at 6 July 2021 of £63m – an improvement of £36.8m on the previous forecast.

4.19 Nonetheless, if the lending authorities exercise their option to have the temporary loans repaid on maturity, then the Council will be required to repay £236.5m of temporary borrowing maturing before 31 March 2022 together with a £4m PWLB loan maturing in September 2021. The summary maturity profile of temporary borrowing by month from September 2021 to March 2022 is set out in Table 1 below:

Table 1 Maturity of temporary borrowing by month to 31 March 2022

Month	£m
September	27.5
October	19.5
November	56.0
December	25.0
January	36.0
February	30.0
March	42.5
	236.5

4.20 Modelling the Council's cashflows using the above information, the cash position is forecast to go overdrawn from 8 November 2021 and decline to around £240m overdrawn balance as shown in the chart below.



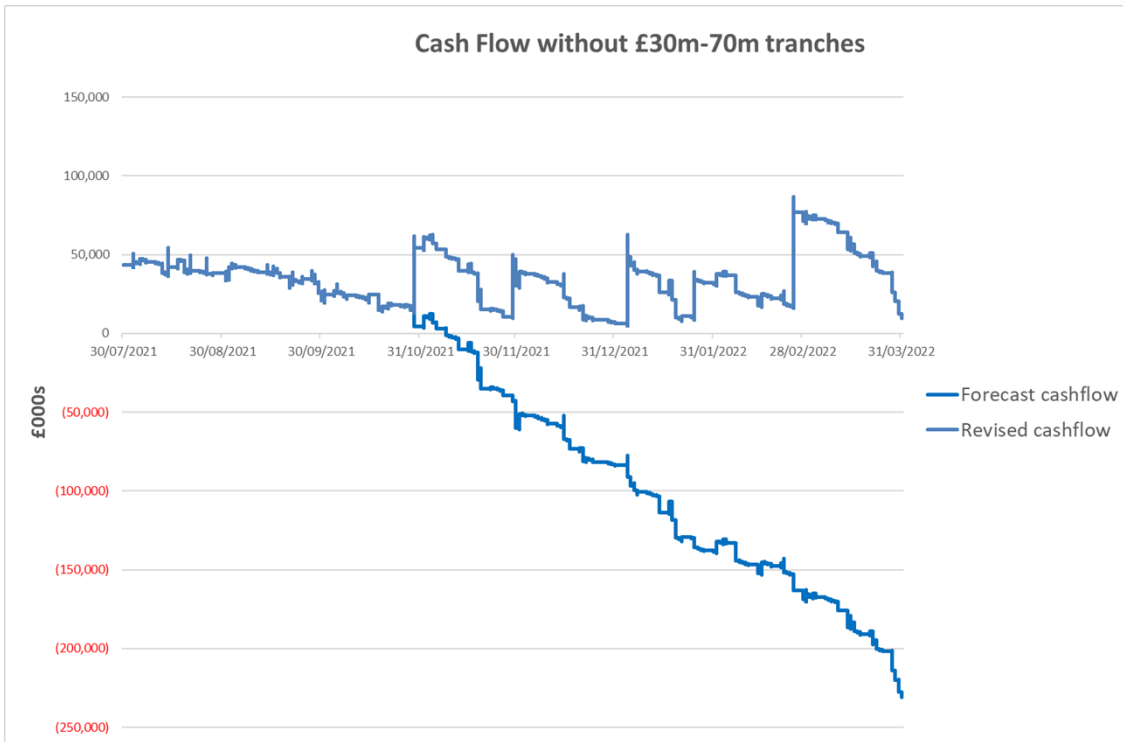
4.21 Using the above forecast, the Council would need to borrow to replace temporary borrowing from local authorities with effect from 29 October 2021 if none allowed a rollover of terms. The options are to take out a few large tranches of borrowing of between £30-£70m, or smaller but more frequent tranches of borrowing.

4.22 Modelling the two options will result in additional £240m drawdown up to 31 March 2022 as set out in the Table 2 below:

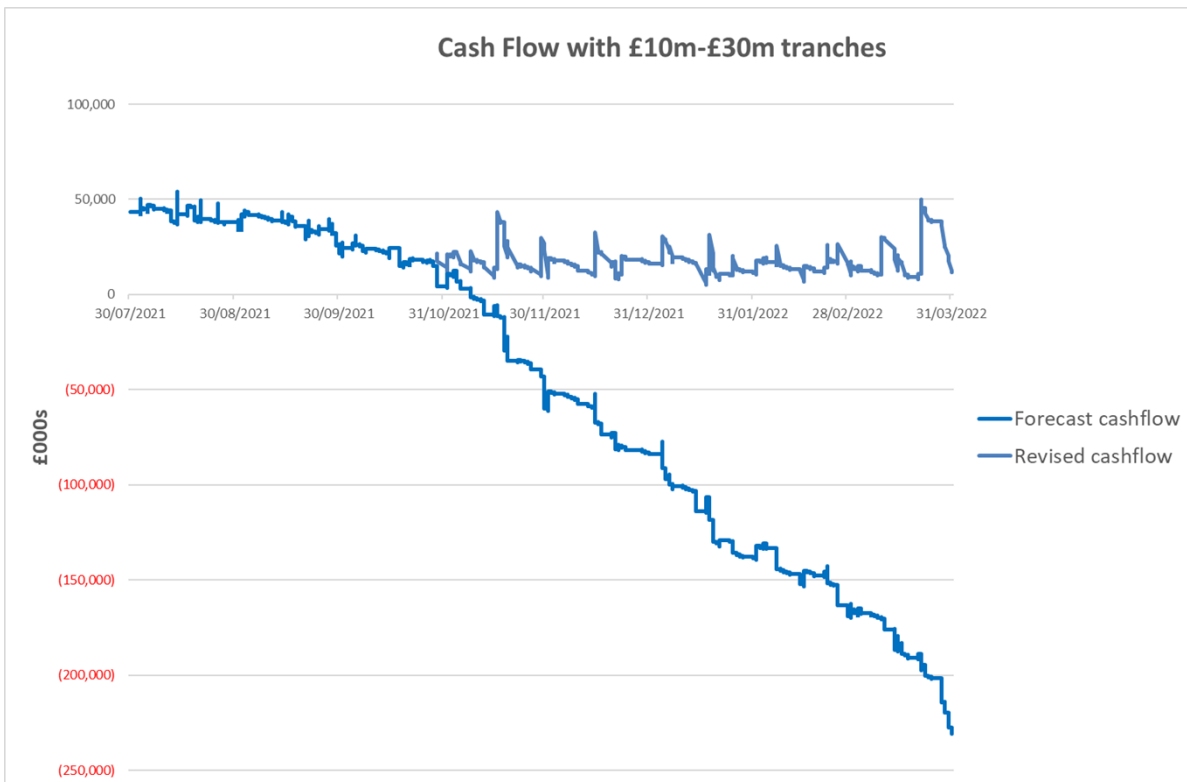
Table 2 Schedule of replacement borrowing

Date	£30-£70m	£10m-30m
	tranches	tranches
	£m	£m
29/10/2021	50	10
08/11/2021		10
16/11/2021		30
29/11/2021	40	20
15/12/2021		20
23/12/2022		10
04/01/2022	50	20
18/01/2022		20
25/01/2022	30	10
07/02/2022		10
22/02/2022		10
25/02/2022	70	10
10/03/2022		20
22/03/2022		40
Total	240	240

4.23 Modelling the cashflow with re-financing in five tranches of £30-£70m produces the following forecast. Whilst this reduces the number of deals, it results in an average cash balance of £26.9m.



4.24 Modelling the cashflow with 14 smaller tranches of £10-40m, this produces an average cash balance of £13.4m.



4.25 As reported in the S.114 Notice, the Council's current level of borrowing is unsustainable, and will need to be managed down to more sustainable levels. To do this the Council is embarking on a programme of asset disposals which aim to generate capital receipts, which can then be used to repay borrowing as it falls due.

- 4.26 In terms of borrowing strategy, if the Council replaces temporary borrowing with long-term borrowing, but then generate capital receipts enabling long-term borrowing to be repaid, then the Council runs the risk of having to pay premiums. Therefore for the period of the asset disposal strategy, the Council will aim to keep replacement borrowing on a more flexible footing, but balanced with the need to re-balance the overall debt maturity profile.
- 4.27 The Council can achieve the flexibility by replacing temporary loans from local authorities with short-term borrowing from the PWLB of up to 5 years (the period of the asset disposal programme).
- 4.28 In addition, the Council will consider whether it needs to borrow to finance the Capitalisation Direction. The above options will be considered
- 4.29 The Council's **revenue budget** for 2021/22 included a number of challenges comprising late completion of the budget, inadequate scrutiny of the proposals, allocation of only circa 50% of the savings proposals to departments thus compromising delivery/ownership etc
- 4.30 Since April the Council has addressed these issues, developed a short term plan to balance 2021/22 and 2022/23 budgets and is developing longer term planning for the financial years 2023/24 onwards. These actions include the below, some are short term, others will be developed over the medium/longer term beyond 2022/23:
- ownership of balancing both years 2021/22 and 2022/23 with departments with clear targets and requirements
 - weekly meeting at Director and Leadership level tracking progress across all Departments, re savings developed and supporting documentation
 - extensive engagement between finance and services to continually review all budgets, line by line reviews, correction of previous years issues, consideration of proposals etc
 - all proposals being backed up with a business case, savings action plan and equality impact assessment
 - peer and financial review of supporting documentation
 - expenditure control panels reviewing all expenditure requests
 - consideration will be given to extending the controls through restrictions to the Council's accounting system
 - at this stage a further S114 is not needed but will be considered in October should this prove necessary
 - introduction of zero based budgeting with effect from 2023/24. Zero-based budgeting (ZBB) is a method of budgeting in which all expenditure must be justified for each new period. The process of zero-based budgeting starts from a "zero base," and every function within an organization is analysed for its needs and costs.
 - The key objectives from ZBB are to:
 - Challenge exist budgets;
 - Gain a better understanding of what drives costs;
 - Set the foundations for thorough financial and service planning in the Councils Plans

Which in turn supports:

- Budget holder ownership of budgets, with support and challenge from Finance Business partners
 - Increased transparency of budgets – which will flow into reporting and forecasting
 - The identification of efficiencies, including the identification of service duplication and consolidation opportunities
 - Data cleansing
- The Council will ensure that as part of resolving its budgets it will pro actively seek options for financial savings by transforming, stopping, deferring or reducing services. Examples include:
- where services are provided above the statutory minimum
 - full cost recovery for fees and charges
 - where services cost more than average
 - a review of assets, eg centralising/rationalising including Child Care Centres among others
 - reviewing regeneration objectives to ensure they are cost effective
 - a review of the levels of service provided eg waste collection, street cleaning etc
- In order to maximise the return from this area of income, all services will scrutinise their existing fees and charges and consider the following:
- have all possible overheads been allocated and absorbed to the relevant area
 - is the service at breakeven, or even able to go beyond breakeven for any differential services
 - thus to achieve breakeven as far as possible may require above inflation rises
 - are all fees and charges being increased by inflation as a minimum where not fixed by statute
 - can any further differential or premium services be provided at little or no extra cost for the revenue it would generate
 - how does the Council's charging structure differ from other councils and are there any ideas we could apply in Slough
 - how do the Council's charges benchmark against other councils?
 - are there departments/costs which are incurred in one part of the business to the benefit of others which could be cross-charged to increase recovery from end users via an increase in fees and charges?
 - do we know what users are willing to pay and for what
 - have we reviewed the legislation recently to understand what we can and cannot charge for and to what level we can charge?

- Approaches in seeking to mitigate contract inflation and contract management in general include:
- is the Council clear which contracts are coming up for renewal in the next 2-3 years? Suppliers incentivising us to renew without tendering may be masking a highly profitable contract from which a tender could drive greater savings.
 - when reprocurring, insisting on CPI rather than RPI which is generally a higher rate and nowadays seen as being of less relevance?
 - assessing the nature of the service for costs which stay the same (up front capital investment) or reduce over time (technology). Hence whether an element of the service provider's cost should not be inflated or at a different/lower rate and which can be specified in the contract.
 - challenging suppliers to provide the service at a fixed cost through the life of the contract, on the basis that they can drive savings from the contract
 - incentivising/encouraging suppliers to find savings during the contract period which can then be shared between us (i.e. a reducing contract value)
 - asking suppliers what technology can be implemented to drive further automation/robotics, efficiencies and hence savings to our benefit?
 - and more generally on income generating/cost recharging contracts, do we have clear terms for termination/variations which enable us to vary or end supplier costs at the same time without being caught carrying a cost which cannot be recharged – are the terms “back to back”?

4.31 The immediate work for 2021/22 and 2022/23 will continue through to October beyond which Scrutiny will take place in November, Council Tax Base report in December with formal reports to Cabinet and Council in the New Year

4.32 Given the financial issues the Council faces, budget, process etc work will continue to the end of the financial year through a continual rolling programme

5 Companies

5.1 The Council has several connected companies:

- a. Slough Urban Renewal (SUR) LLP (group structure includes LLPs for specific schemes)
- b. James Elliman Homes Ltd
- c. Development Initiative for Slough Housing Company (DISH) Ltd
- d. DISH RP (FP) Ltd *
- e. DISH RP Ltd *
- f. DISH CLS Ltd
- g. Ground Rent Estates 5 Ltd (GRE5)
- h. Herschel Homes Ltd *
- i. Slough Asset Management Ltd *
- j. Slough Direct Services Ltd *
- k. Slough Children First Ltd **

*Dormant

**became wholly owned by SBC on 1/4/21

5.2 Such companies can be highly effective when they are underpinned by strong governance arrangements, clear strategic objectives, effective reporting, transparent decision making arrangements, a strong performance management framework and clear roles and responsibilities. Weaknesses in any of these critical areas can result in significant issues and risk.

5.3 In light of recent internal and external reports and ongoing reviews of the Council's companies, it is clear that significant improvements can be made to inform the Council's strategic use of companies and strengthen the governance, management, financial reporting and performance management of the companies.

5.4 Recent internal audit reports have identified a range of governance and financial issues and the most recent year end audit report (FY 2018/19) also identified a series of specific issues in relation to income recognition, accounting for loans and other financial and governance matters.

5.5 Further investigation is required to fully understand these, and other issues, identified and to ensure that a clear way forward is developed with a bespoke rolling action plans for each company. This will include a re evaluation of internal audit actions to ensure that the action plans are comprehensive and continue to meet the Council's strategic objectives.

Approach

5.6 As part of the Council's strengthened finance team, an interim Commercial Finance Director has been appointed with responsibility for reviewing the Council's company portfolio followed by the design and implementation of a range of measures to improve governance, scrutiny, financial management and reporting, performance management and value for money.

5.7 This role reports into the s151 officer and works across the Council's other directorates, especially the Place Directorate with significant commercial operations and partnerships.

- 5.8 An interim Companies' finance manager has also been appointed to provide financial and accounting services across some of the Council's companies (GRE5, JEH, DISH) to ensure that minimum service standards can be maintained and to ensure that the Companies and the Council can receive consistent, high quality, accurate and timely finance and performance management information. It should be noted that SUR financial, governance and management services are provided by the SUR team and reports into the Council.
- 5.9 The Council's core commercial finance team will be supported by additional internal and external resource on a project-by-project basis. A series of reviews and projects will be commissioned over the next twelve to eighteen months to consider a number of key themes and issues including:
- a) governance and scrutiny;
 - b) roles and responsibilities – directors and Council staff;
 - c) transparency and accountability;
 - d) risk management and oversight;
 - e) financial reporting and monitoring;
 - f) performance management and value for money;
 - g) strategy, rationale and ongoing viability;
 - h) accounting treatment and systems; and
 - i) compliance with Council's policies and processes.
- 5.10 In addition, a number of areas have been prioritised for early review including:
- a) GRE5 financial, contractual and governance review (Council-led review);
 - b) SUR governance review (Local Partnerships);
 - c) SUR OLS review (Council-led review);
 - d) SUR options review (Council-led review followed by external review); and
 - e) Housing companies governance review (Local Partnership).
- 5.11 An officer led Companies Corporate Oversight Board has been established in July 2021 to provide oversight and make decisions which have been delegated to officers. Whilst the early focus of this group is on SUR, officers will consider whether this Board or an alternative internal board structure is the most appropriate way for officers to receive regular reporting on company performance. Each company will have a senior responsible officer at senior leadership level and it is expected that the executive board will receive regular reports on the performance of each company to ensure that performance is being reviewed at a cross council level
- 5.12 An important aspect of the review will be ensuring member oversight of the companies. In the past some members have been appointed as company directors alongside officers. This may still be a recommended approach, for instance, the Lead Member for Children's Services has been appointed to the board of directors for Slough Children First Ltd to ensure that she has strategic oversight of the delivery of statutory children's services. However member oversight can be achieved in a number of ways, including:
- Cabinet taking shareholder/company member decisions where these are strategic in nature. For instance cabinet may decide to review and approve annual business plans;
 - Overview and scrutiny having an opportunity to scrutinise cabinet level decisions, including pre-decision scrutiny;

- Audit and Corporate Governance Committee receiving performance reports in relation to internal audit and accounting matters

Work Undertaken to Date, Issues Identified and Being Addressed

GRE5

- 5.13 A comprehensive review of GRE5 has taken place to consider a number of key areas including but not restricted to the following:
- a) clarifying the rationale for the acquisition of GRE5, objectives and exit strategy;
 - b) governance arrangements – including the role of directors, conflicts of interest and decision making;
 - c) scrutiny arrangements;
 - d) reporting within GRE5 and between GRE5 and the Council, including financial, performance and risk management;
 - e) financial planning and management arrangements,
 - f) accounting arrangements and treatment (GRE5 and the Council) including separation of duties and systems;
 - g) management and resourcing within GRE5, SLAs and roles and responsibilities;
 - h) overall project review to inform the development of a total project cost forecast and future funding requirement/budget;
 - i) funding strategy including leaseholder obligations and Homes England grant funding;
 - j) key contracts for future development works including a requirement for associated parent company guarantees;
 - k) loan review – execution, recoverability and accounting for loans;
 - l) litigation review – insurance claim and leaseholder matters;
 - m) tax planning and VAT planning;
 - n) compliance with Council policies and statutory requirements.
- 5.14 A significant number of issues have been identified in relation to these areas some of which have been prioritised for immediate action (Q2 FY21/22) to enable GRE5 to enter into key development contracts to enable work to start on site to address the fire defects at Nova House. Key actions prioritised for Q2 include:
- a) Cabinet report in June – first update since 2019 with a full update on Nova House, latest cost projections, funding strategy, risks and other key issues;
 - b) Council report in July – first update since 2019 with a number of decisions required to address issues identified in relation to non-execution of loan, significant cost escalation and new loan requirement;
 - c) Council approval to provide loan funding to GRE5 including a revision to the Council's Treasury Management Strategy to permit a loan to GRE5 and enable the Council to provide a Parent Company Guarantee;
 - d) appointment of SRO and shareholder (Council) team to oversee changes, make key decisions, prevent conflicts of interest and provide regular oversight;
 - e) negotiation with Homes England to secure grant funding to close the funding gap on Nova House;
 - f) finalisation and signing of key contracts – Development Agreement and Parent Company Guarantee;
 - g) GRE5 Director changes – with further Director recruitment still required;

- h) appointment of Company Finance Manager – further GRE5 appointments are still required due to under resourcing;
- i) establishment of regular financial reporting within GRE5 and into the Council;
- j) establishment of new financial management arrangements between the Council and GRE5.

5.15 Following the Q2 focus on the above actions, a GRE5 action plan will be developed in Q3 which will identify all actions (GRE5 and the Council) including an update on previous internal audit comments and relevant recommendations within the Local Partnerships review.

SUR

5.16 Three key workstreams have been prioritised and have been completed or are in development including:

- a) SUR governance review;
- b) SUR OLS review; and
- c) SUR Options review.

5.17 SUR governance review – externally led review (Local Partnerships) which provided an overall positive opinion on SUR governance and financial arrangements but raised concerns with regards to the Council’s internal governance arrangements (see key themes below).

5.18 A Council SUR governance action plan and tracker has been established and is reviewed by the newly Corporate Oversight Board on a regular basis to consider progress against actions and their implementation. The next review date is mid-September 2021. Progress is ongoing although the SUR Options Review has been prioritised in Q3. Key issues/themes:

- a) lack of clarity on role of directors;
- b) high turnover of directors and insufficient number of directors;
- c) lack of internal performance reporting;
- d) lack of scrutiny and oversight;
- e) conflicts of interests;
- f) lack of clarity and transparency re internal decision making;
- g) insufficient financial reporting and understanding; and
- h) inappropriate risk and reward balance.

5.19 SUR OLS Review – internal review of the OLS scheme to consider progress, performance, loans and compliance with Facility Agreement and governance arrangements. Cabinet was presented with an update report in July and a range of measures have been successfully implemented in July/August to strengthen the Council’s financial and governance arrangements in relation to compliance with loan agreements. Further action may be required in September/October subject to the outcome of the SUR September Board meeting and review of performance.

5.20 Options Review – Montague Evans has been commissioned to develop the SUR Options Review (commissioned in July) with first draft reporting on 30th August and ongoing work expected in Q3 to further develop and test options. Corporate Oversight Board to provide direction and inform presentations and reporting to Cabinet and Council. Significant work required to test options and update the

Council's financial plans. Issues in relation to affordability, compliance with Partnership Agreement and Options Agreement

- 5.21 Following the Q2 focus on the above actions, a SUR action plan will be developed in Q3 which will identify actions including an update on previous internal audit comments and relevant recommendations within the Local Partnerships review.

JEH/DISH

- 5.22 In June 2021, the Council commissioned Local Partnerships to undertake a governance review across the Council's housing companies (DISH and JEH). This has highlighted a number of themes which are common to several of the Council's companies in relation to strategy and objectives, conflicts of interest, clarity of roles and responsibilities, consistency of directors, insufficient oversight and scrutiny and inconsistent and irregular reporting.
- 5.23 LP also recommended that the Council should undertake a wider review of the Council's housing companies including the identification of options for the delivery of the Council's housing strategy. This work is expected to start in Q3 and will be considered alongside the outcome of the SUR Options Review. Given the Council's financial challenges and the level of debt in JEH, it is critical that the options review considers an exit strategy alongside the Council's ongoing statutory obligations.
- 5.24 A number of measures have already been put into place or are in development including:
- a) appointment of a Company Finance Manager;
 - b) establishment of new regular reporting arrangements;
 - c) establishment of the Corporate Oversight Board;
 - d) analysis of internal resource requirements for the Council's companies and SLA requirements;
 - e) resolution of housing management system transfer requirements between the Council and its companies;
 - f) review of business plan and financial viability;
 - g) pause on DISH RP; and
 - h) pause on all JEH acquisitions.
- 5.25 Further work is required in Q3 to establish a forward action plan for each company including an update on previous internal audit comments and relevant recommendations within the Local Partnerships review. This will also include the production of management accounts for 2020/21 which are outstanding.

6 Procurement and Internal Audit

Procurement Strategy

- 6.1 A procurement strategy is being written and will form the basis of implementing a procurement function based on best practice.
- 6.2 Implementation of the strategy is predicated on bringing in permanent resources in the Autumn onwards and will be implemented in line with this.
- 6.3 In addition, the Council is developing its social value policy of which the team is leading, working closely with the Council's Policy Team. Research suggests that social value delivers savings as well as delivers on our obligations Public Services Act 2012 with regard to economic, social and environmental well-being in connection with public service contracts.

Joint Procurement and Contract Management guidance

- 6.4 Procurement and Contract Management guidance and practice notes are being prepared

Contract Management

- 6.5 A contracts categorisation process is being developed to identify high risk and high value contracts which needs to be prioritised for implementation of contract management plans.
- 6.6 Recruitment of Contract Management Support lead is required to move this forward and build a comprehensive contracts register, which has already commenced by the Commercial Team, and IT is being prioritised. In addition it is necessary to design a process to keep the contracts register up to date and train lead contract managers within the organisation.
- 6.7 The Council does not currently have a contract management IT system and options are being explored on how the Council can use its finance system for this purpose.

Contract Procedure Rules and Financial Regulations

- 6.8 Planned improvements to the financial regulations and contract procedure rules include:
 - reviewing and putting in appropriate controls
 - reviewing the thresholds to remove unnecessary administration and to allow greater efficiency and flexibility in procuring at lower levels;
 - distinguishing between services and works
 - alignment to the Scheme of Delegation that is being refreshed to reflect SBC's restructure. In this new Scheme of Delegation, the emphasis will be on a principled based approach whereby the new EDs and ADs will have the delegated authority to manage and direct their own directorates.
- 6.9 Timeline for implementation is being agreed, they will be presented to a future Strategic Finance Board for consideration and then onto Members for approval

Finalisation of 2020/21 Internal Audits

- 6.10 All Internal Audit reports from 2020/21 have been finalised, this includes actions owners and target dates being assigned to all Internal Audit reports for that year.
- 6.11 Executive board were kept informed of progress in finalising audits on a weekly basis and priority has been given to those reports with a negative opinion.

Completion of Internal Audit actions

- 6.12 Actions have been added to the overarching plan and are being monitored by:
- obtaining updates from action owners
 - frequent liaison with Executive Directors and Associate Directors
- 6.13 Evidence of actions completed is being obtained and quality assured by Group Manager Commercial.

Internal Audit actions from previous financial years

- 6.14 There are a large number of outstanding Internal Audit actions
- 6.15 The actions have been included in an action tracker and the data cleansed to
- ensure actions are assigned to current officers
 - removed actions related to follow up audits which repeat actions already on the tracker
 - removed duplicate actions from multiple financial years to improve clarity on actions that need addressing

Governance

- 6.16 The officer Risk and Audit Board has been re-invigorated to ensure that it monitors outstanding Internal Audit actions, has representation across Directorates and produces and reviews a strategic risk register, among other matters:
- terms of reference have been reviewed to ensure that Internal Audit monitoring is a core function of the board.
 - membership has been reviewed to ensure that it includes Associate Directors and subject matter experts that can advise the board accordingly.
 - meetings will be held on a monthly basis.

Internal Audits 2021/22

Internal Audit Plan 2021/22

- 6.17 A revised 2021/22 Internal Audit Plan was approved by the Audit and Corporate Governance Committee on 29th July.
- 6.18 Leads have been identified and dates of Audits planned.
- 6.19 35 Audits will be undertaken in this financial year including 4 quarterly follow up audits.

Completed Audits 2021/22

- 6.20 To date five audits have been completed and two have been finalised.
- 6.21 There is a target of finalising audits within two weeks of the draft being issued, Internal Audit are now required to be part of the process of finalisation of the audits due to the criticality of identification of appropriate owners and deadlines to actions assigned.

7 Agresso

7.1 Agresso - UNIT4 System was implemented at SBC in 2016 on the instigation of Finance but over the years SBC has embraced the following functions and it serves as an ERP (Enterprise Resource Planning System):

- Finance
- Procurement
- HR
- Payroll

7.2 Though the Council's system is 5 versions behind the latest version it is still fit for purpose.

7.3 The system was implemented by Arvato, but their contract was terminated and an ongoing contract for Support and Development Work commenced 3 years ago with Myriad Consulting an approved Unit 4 Solutions provider.

7.4 Their original scope was limited to a call out support function, but a full suite of development work was agreed in 2019. Due to scope creep and a host of other issues including the team spending eight months rebuilding the organisations hierarchies on the system to match the latest organisational restructure a lot of the agreed development work remains undone. The work on the restructure has been completed and puts SBC on a sound footing for fully embracing the systems functionality.

7.5 A detailed report on the current position finalised by SOCITIM advisory in August 2021 gives the Council a strategic situational analysis and provides recommendations on the way forward with various aspects of the ERP. Its available on request.

Current Status

7.6 As the ERP is fundamental to the information flow in the organisation the new S151 officer has assumed strategic oversight over the system and is working on how to embed the right structure, resources, and practices in the organisation to maximise the output of the system and significantly reduce the costs arising from the inefficient operation that currently subsists.

7.7 The initial requirement which is in progress is:

1. SBC agreeing with Myriad the level of project work outstanding, the resources required from them to complete as well as factoring in SBC and other external resources that will ultimately impact delivery. Once done a fixed contract will be issued to close out all HR, Payroll, and Interface Projects.
Timeline: This analysis should be completed by end of September 2021 and initial indications are that the projects should all be complete by the end of October 2021.
2. Establishing what needs to be in place to provide best utilisation of the system for the finance and procurement modules as both have not had any real development from implementation and this has resulted in a myriad of manual interventions being undertaken for core financial management and reporting.

Timeline: Consultation will commence on this in October 2021, and we'll invite Unit 4 solution providers to tender for the agreed scope of works.

3. Ascertaining the current costs of support and development work and providing a forecast of potential savings and realistic budgets for this and the next 2 financial years.
Timeline: This will be available by the end of September.
4. Gathering information from similar sized public sector organisations that utilise the functionality SBC currently has in place or will have in place post the imminent completion of the project work to determine a fit for purpose internal team structure for supporting the ERP and managing business as usual.
Timeline: This will be available by the end of October.
5. Ensuring that the right resources are in the IT department to provide the support necessary for the ERP system to run optimally and interface with all other SBC systems.
Timeline: This will be done by the end of November.
6. Instituting a Project Board that will see the above processes through and assume responsibility for approving any further developmental and project work required to ensure the ERP remains fit for purpose.
Timeline: to be determined

8 Finance Team

- 8.1 The finance service is currently supplemented by a number of temporary staff who are leading the delivery of the various issues reported here, among other matters
- 8.2 Grant Thornton have issued statutory recommendation which the Council has agreed stating that the finance service should have sufficient skilled resources to support the accounts production and financial management. They subsequently issued a second recommendation that the Council should invest significantly in the finance service
- 8.3 It is likely that the CIPFA report will recommend that the Council enhance financial capacity

Short/Medium Term

- 8.4 To cover the next six to eighteen months an analysis is being completed that will identify what level of temporary resource is needed to lead and support the Council's financial recovery

Medium/Long Term

- 8.5 For the longer term a permanent structure will be designed for October along with training and development programmes, a trainee accountant scheme, appropriate job descriptions and a recruitment approach etc which will secure for the Council a permanent quality service which will be instrumental in taking forward the financial future of the Council

9 Financial Management

9.1 A range of financial management practise improvements are being designed and developed and are summarised below

Business Cases

Revenue Requirements

- 9.2 The Council previously required a business case to be produced to secure budget approval for revenue costs and to approve the most appropriate procurement approach. For example, a request to tender, contract extension, request for quote and exemptions.
- 9.3 The Council had several business case templates that are used to inform decision making which attempt to standardise the type of information provided. Whilst some financial information is requested in each business case, the majority of information was procurement-focused with an emphasis on *how* services/works/expenditure will be procured and compliance with procedures and rules.
- 9.4 There was light and inconsistent consideration given to the rationale and case for proceeding with services/works/expenditure. This was also the case for value for money considerations. Financial information in relation to costs, assumptions, funding, financial risks and savings is basic and decision making has been significantly improved by strengthening and standardising the minimum financial information requirements included in business cases.
- 9.5 As part of the Council's approach to strengthen its financial governance and as a result of the Council's current financial pressures, it is more important than ever that robust, transparent and consistent arrangements are put into place. This will significantly improve decision making, accountability, financial planning, value for money and service delivery.
- 9.6 Such changes will also support behaviours and the development of a culture that is underpinned by a shared responsibility for continuous improvement, efficiency, excellence and collaboration.
- 9.7 A new standard business case template for all revenue spend has thus been introduced. . The new business case format is based upon the principles that underpin HMT's five case approach which provides information on the:
- **Strategic case** – to demonstrate that activity/services have a strong rationale and strategic fit, and that risks, dependencies, constraints and objectives are clearly understood from the outset;
 - **Economic case** – to demonstrate that a wide range of options have been carefully considered rather than jumping to a single solution. This provides an opportunity to consider wider benefits, including cost savings. This stage is critical in confirming if one of the options represents a strong value for money case and should proceed to procurement;
 - **Commercial case** – to clearly consider the wider commercial options including procurement strategy. This is important in demonstrating that the preferred option

can be achieved in the market-place and that the best deal can be secured for the Council based upon its procurement rules. This builds upon the existing procurement arrangements that are already operational across the Council;

- **Finance case** – to demonstrate that the proposals are affordable and that financial risks and financial issues have been considered. To verify that saving levels are sufficient and achievable and that arrangements are in place to deliver and track these savings; and
- **Management case** – to show that proposals can be delivered with the required level of governance and management, including a thorough consideration of all risks. This is also an opportunity to ensure that performance measures and benefits are agreed, that arrangements are put into place to achieve these and that performance can be measured and reported.

9.8 All of these components should be considered as part of a decision to proceed with a business case. The template allows for a proportionate approach to be adopted ensuring that information is provided in sufficient detail relative to the level of risk and value of the business case.

Significant Change Programmes/Capital Investments etc

9.9 For more significant budgets savings/investments a new methodology has been further developed. This is also based on the “Five Case Model” as outlined in HM Treasury Green Book and is the best practice standard recommended by HM Treasury for use in Central Government, departments and other Government bodies and by those with responsibility for deciding how public money should best be spent.

9.10 The application of this methodology will have the following advantages:

- ✓ To raise the **quality of proposals** both in terms of their scoping, delivery and public value, as a result of the more effective comparison of the alternative options for the achievement of objectives
- ✓ To support the prioritization of proposals and the management of the Councils challenges through the provision of **standard and consistent information**
- ✓ To reduce the costs and timescale associated with production of business cases and **improve the efficiency** and throughput of the spending approval process through clearer structure and presentation.

Why is the business case important?

9.11 Policies, strategies, programmes and projects will only achieve their spending objectives and deliver benefits if they have been scoped robustly, planned realistically from the outset, considered dependencies and interdependencies and major risks have been taken into account.

9.12 The business case, both as a product and a process, provides decision makers, stakeholders and the public with a management tool for evidence based and

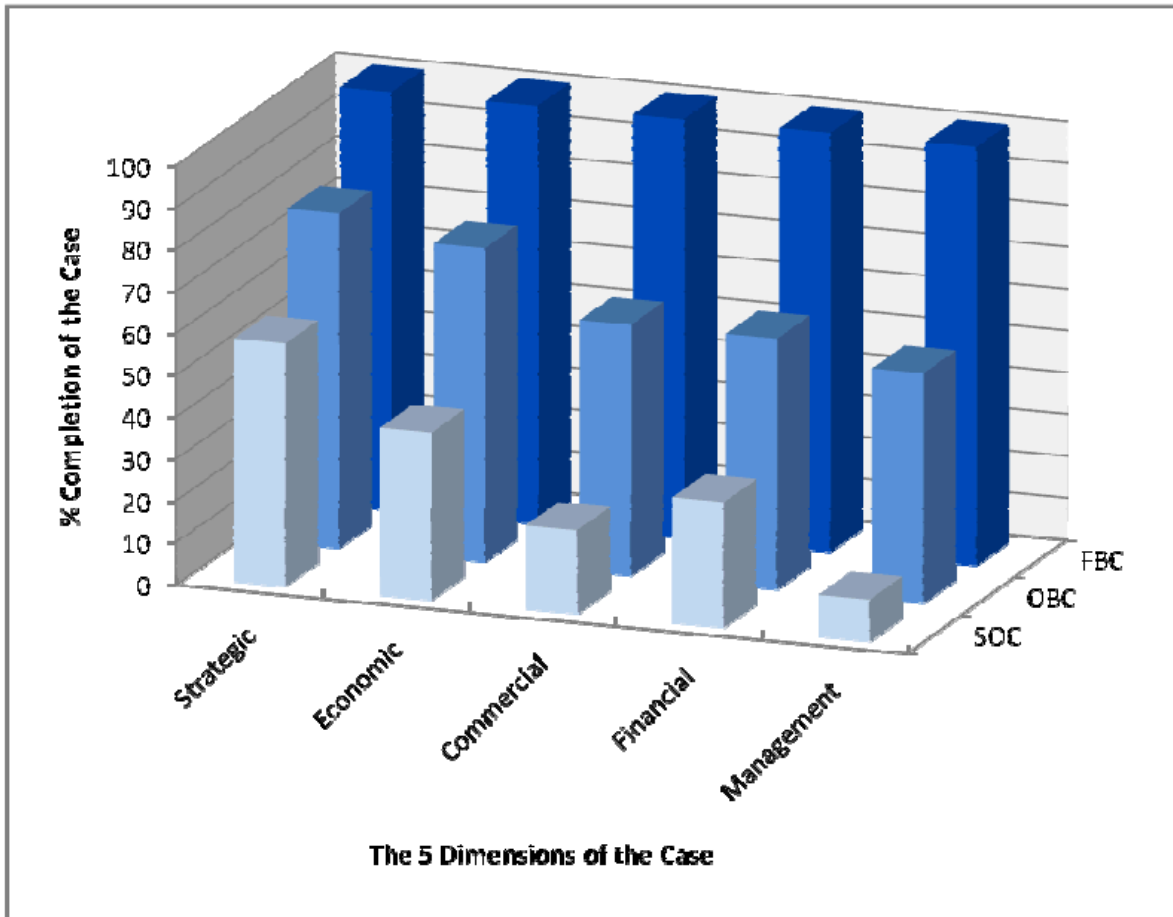
transparent decision making and a framework for the delivery, management and performance monitoring of the resultant scheme.

9.13 The business case in support of a proposed project or programme must evidence:

- ✓ That the intervention is supported by a compelling **case for change** that provides holistic fit with other parts of the organization and public sector - the "strategic case"
- ✓ That the intervention represent best **public value** - the "economic case"
- ✓ That the proposed solution is attractive to the market place, can be procured and is **commercially viable** - the "commercial case"
- ✓ That the proposed spend is **affordable** - the "Financial case"
- ✓ That what is required from all parties is **achievable and deliverable** – the "management case".

9.14 The business case development process is key to public value in spending decision, in terms of its scoping, options selection, delivery, monitoring and evaluation. The business case therefore should not be simply used as the vehicle for gaining approval for a proposal, because to deliver public value all five components need to be planned for effectively. It should be developed over time and should remain a "live" document. It is an iterative process and at each key stage, further detail is added to each of the five dimensions. The level of detail and completeness of each of the five dimensions of the case are built up at different rates during the process.

9.15 There are 3 key stages in the evolution of a project business case, which correspond to key stages in the approval process. These are the Strategic Outline Case (SOC), the Outline Business Case (OBC) and the Full Business Case (FBC). The graph below demonstrates how each 'case' is typically developed at each phase. By the Full Business Case phase all five cases should be fully developed.



Overview of the Five Case model

- 9.16 The Strategic Case:** This demonstrates how the proposal will provide business synergy and strategic fit and is predicated upon a robust and evidenced based case for change. This includes why change or intervention is required, as well as a clear definition of outcomes and the potential scope for what is to be achieved. It also requires the Council to demonstrate that the spending proposal has clear and concise spending objectives which are Specific, Measurable, Achievable, Relevant and Time constrained (SMART).
- 9.17 The Economic Case:** The main purpose of this case is to demonstrate that the proposal optimises public value (to the UK as a whole). It explains how this is achieved by identifying and appraising a wide range of realistic and achievable options, known as the “long list”, in terms of how well they meet the objectives and critical success factors agreed for the scheme; and subjecting a reduced number of options known as the “shortlist” to cost benefit analysis (CBA).
- 9.18 The key to a well scoped and planned scheme is the identification of the right range of options or choices in the first instance, because if the wrong options are identified, the scheme will be sub-optimal from the outset. From the long list, a “preferred way forward” should be identified from which the shortlist will be drawn including “do nothing” and “do minimum” options to be subjected to CBA. The CBA should be prepared for all the shortlisted options and all of the costs and benefits

should be discounted and a Net Present value (NPV) should be provided for each option. Quantifiable and not quantifiable costs should be considered. The preferred option must be clearly stated. It should be subjected to sensitivity analysis and risk analysis.

- 9.19 The Commercial Case:** This is to demonstrate that the preferred option is commercially feasible and will result in a viable procurement and well structured deal. This includes planning and management of procurement for the preferred option and also ensures that the Council is clear about how the procurement can be done competitively, in accordance with EU and WTO rules and regulations for public procurements. If the preferred option is an internal option that requires a restructuring the same principles apply, with specific internal issues clearly set out and addressed. This should cover issues such as contracts, staffing and risk allocations.
- 9.20 The Financial Case:** This is to demonstrate that the preferred option will result in a fundable and affordable deal. This requires the Council to set out the capital and revenue requirements for the proposal over the expected life span of the service/project, together with an assessment of how the project/deal will impact upon the balance sheet, income and expenditure account and pricing (if applicable) of the public sector organisation. Any requirement for external funding must be supported by clear evidence of spending authority for the scheme together with any funding gaps.
- 9.21 The Management Case:** This is to demonstrate that the preferred option is capable of being delivered successfully in accordance with recognised best practice (Programme and Project Management methodology) and there are robust arrangements in place for change and contract management, the delivery of benefits and mitigation of risk. It also requires the Council to specify the arrangements for monitoring during implementation and for post implementation evaluation, as well as for Gateway reviews and contingency plan for risk management.

VAT and Taxation Reviews

- 9.22 VAT compliance was seen as a risk to the Council and a partial exemption calculation, necessary each year, had not been completed since 2013/14. This represented a large financial risk to the Council. If the 5% tolerance had been exceeded the Council could have been liable for repaying VAT reclaimed, adding to its pressures.
- 9.23 A Member of staff in the finance team has now been given responsibility for VAT and has been working with a specialist consultancy PSTax to resolve all O/S queries from HMRC and complete the 2019/20 partial exemption calculation which had been requested.
- 9.24 All O/S queries from HMRC have now been dealt with and the 2019/20 partial exemption calculation for 2019/20 completed, with VAT within the 5% tolerance.

9.25 If HMRC did an inspection they could ask for previous partial exemption calculations going back to 2016/17. This year, 2017/18 and 2018/19 will now be completed, building on the previous work completed. The financial risk, based on the work completed, suggests the previous years are low risk.

9.26 The Partial Exemption claim for 2020/21 is planned to be completed by October 2021 and submitted to HMRC

9.27 A review of VAT compliance is to be undertaken in October/November 2021

Financial Modelling Standards

9.28 The Council did not operate financial modelling in a consistent high standard way. An approach to financial modelling has now been designed which covers the following in order to assist ensure that before the creation of any modelling the objectives of the model and audience/users of this information are considered, is correctly focussed on delivering aims and requirements in a manner usable by all to a high professional and consistent standard.

9.29 The financial standard covers the following

Methodology

- They can be readily used and adapted without risk of unintended errors by parties other than the model author.
- There is a logical structure and flow of information which allows all users to understand how and why the results change under different inputs. There should be a clear distinction between inputs, formulae/workings and outputs of any modelling created.
- Intermediate calculations and schedules used to derive the final results are comprehensible as intermediate outputs independent of the specified final results
- Formulae used should not over complicate the data and model, as this will make it more difficult for users other than the author to interpret.
- A printout of any section of the model should be comprehensible without reference to a computer or the underlying formulae / algorithms that constitute the mechanics of the model.
- Any errors introduced into the model should be immediately obvious because of the overall transparency of the model and therefore do not lie undiscovered until it is too late.
- To aid this, models should aim to include control/check formulas throughout to validate data and formulae.
- The model should be dynamic, e.g. capable of being updated for actuals in subsequent years and for running sensitivities.

Assumptions

- Assumptions should be indicated unless obvious by transparency of the model
- Appropriate tax and accounting assumptions should be included.
- Inputs should be at a level that allow a baseline to be formed for any future changes in the budget/contract, e.g. at a post level, reasonable breakdown of non-pay, any investments should be broken down, assumed cost reductions going forward should be transparent.

- Assumed future investment analysis, key assumptions, interest assumed to be paid on any loans etc. (cost inflation, numbers of resources etc assumed, unit prices re volumetrics etc). There should be a clear link between provisions in any contract or the underlying assumptions (especially any payment mechanism) and the model, e.g. pay indexation, drawdown of resources etc.
- Assumptions around assumed interest rates, margin, cost reductions, indexation rates etc should be clear in the inputs section.
- The source of the data/assumptions should be included as a reference in the model.

Controls

- Models should contain version control to allow for a logical explanation of changes over time to the models inputs, workings and outputs.
- The model should be developed with a data book and user guide. This should include reference to any relevant accounting policies.
- The split of costs, revenues etc should be clear between services. Unit costs should be detailed and split down.
- Models may need to be updated monthly and summarised annually.
- Models need a very comprehensive summary sheet, e.g. organisation financing, future investment analysis, key assumptions. This should link to all the relevant financial provisions in the contract. It should also include some other basic analysis e.g. NPV analysis, key dates (e.g. contract start and end). In addition anything to enhance the presentation e.g. graphs, tables etc. should be included.
- A 'one page' summary financial statement should be included which "manage the message" as per level 1 requirement
- The model should be set up with 'what if' scenarios/sensitivities.
- The model should project forward and consider benchmarking and comparators.
- Sensitivity of data should be considered – for instance password protect and secure file locations should be considered.

Format & Presentation

- Consider the audience/users, what title best describes what this model does and in what format should the model therefore be presented (e.g. charts, tables etc).
- Size the model layout so it can be formatted for ease of printing and that all sections of the model can be printed in a readable size.
- Make sure your model is user friendly and can be readily understood by parties other than the model author.
- Ensure you have clear and meaningful headings along with appropriate totals and sub totals.
- Consider suitable fonts and colouring to make appropriate information stand out, as well as to differentiate between actual, budget, and or different periods if applicable.
- Be mindful of using abbreviations and acronyms and where necessary provide a key for the user.

Budget Monitoring

- 9.30 The Council did not have corporate budget monitoring guidance and thus this has been developed to ensure consistency of approach, high professional standards etc
- 9.31 The guidance is extensive and is designed to enhance the preparation of monthly monitoring reports to ensure they are produced and consolidated as efficiently as possible. Standardising the procedure will ensure comments are produced in a style which can be lifted from one report to another without reformatting or additional analysis. The reports are the Executive Board, Cabinet and Executive Directors and the reports are aiming to explain the following five key points across several budget items:
1. Why is there a variance/risk/opportunity?
 2. Why has it has changed from last month?
 3. How is this going to be financed/utilised going forward?
 4. What is being forecast to the year-end?
 5. What action is being undertaken to resolve any issues?
- 9.32 Covering all budget items:
1. Overall budget (revenue and capital)
 2. Efficiencies/Savings
 3. Growth
 4. Reserves - Are there any budgets you have received from reserves and are these being spent on the purpose for which they have been given
 5. Income growth

10. Implications of the Report

10.1 Financial implications

10.1.1 These are set out throughout the report. Should the work being undertaken not be completed then the Council's financial position would quickly become untenable to the extent that direct cash financial support from Government or other sources would be needed to allow the Council to function as a going concern

10.2 Legal implications

10.2.1 The Council has a number of statutory duties in relation to financial management. This includes a best value duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of efficiency, economy and effectiveness

10.2.2 Decisions in relation to financial management will need to be made by all levels of the organisation. Full Council will be responsible for estimating and setting the budget for the purpose of setting council tax. Full Council is also responsible for approving the policy framework. Decisions made at Full Council level will include responsibility for approving an updated 5 year plan, approving the Treasury Management Strategy and approving the Capital Programme. Cabinet is responsible for determining how expenditure will be incurred, so long as this is in accordance with the overall budget. This means that Cabinet should be involved in decision making around service provision, where these decisions are not within delegated authority for officers

10.3 Risk management implications

103.1 There are a range of risks associated with this work. These and mitigations are noted below. The mitigations will take time to develop and embed and thus the after mitigation RAG ratings are assuming the longer term. These mitigations will continue to be developed and the position continuously assessed

Risk	RAG Before	Mitigation	RAG After
MHCLG/CIPFA/Grant Thornton may not have confidence that the Council can address all the matters to the quality and in the time needed	Red	<p>Employment of new finance team</p> <p>Employment of temporary additional resource</p> <p>Creation of appropriate permanent finance structure</p>	Green

			External review comments on the newly instigated finance service	
Accounts completed	not	Red	<p>Employment of national experts</p> <p>Creation of robust project plan as developed and successfully used elsewhere</p> <p>Utilisation of proven whole team methodology</p> <p>Ongoing engagement with external audit</p> <p>Extensive training</p>	Green
Budget may not be brought into balance		Red	<p>Development or more rigorous processes and timelines</p> <p>Continuous weekly meetings at all levels – officers and Members from July</p> <p>Proposal for asset sale process at a level that will have a material impact on borrowing levels in the longer term</p>	Green/Amber

		<p>Cleansing of all budgets over the coming 18 months</p> <p>Major reductions in the capital programme</p> <p>Agreement from all involved that all matters have to be considered</p>	
Weaknesses in Council's strategic use of companies, governance, management, financial reporting and performance management continue	Red	<p>Holistic reviews of all companies planned and in some cases underway</p> <p>Some issues already being addressed through Cabinet and Council. (Others will take place over the coming 18 months)</p>	Green
Internal Audit reviews not actioned or consider the holistic requirements of the Council	Red	<p>Pro active management of internal audit now taking place and chasing down of responses to and implementation of actions</p>	Green
Systems continue to fall behind the latest version, development work is not taken forward and priorities are not identified or resourced	Red	<p>Structure, resources and practices are under review and will be analysed, reviewed and assessed to</p>	Green

		address the issues	
Finance Team reverts back to being under resourced and under skilled	Red	<p>Current team of interims are secured for the short to medium term</p> <p>Skills transfer takes place which is already underway</p> <p>Training is developed which is underway</p> <p>Additional required temporary and permanent resources are identified and secured</p>	Green
<p>Poor financial management practises continue</p> <p>New practices are not embedded</p>	Red	<p>Range of new processes introduced on a phased basis</p> <p>Officers trained in the new approaches</p>	Green

10.4 Environmental implications

10.4.1 The work being undertaken will allow the Council to continue to function and thus help address its environmental aspirations

10.5 Equality implications

10.5.1 The work being undertaken will allow the Council to continue to function and thus help meets its equality requirements

11. **Background Papers**

S114 notice
Grant Thornton 2018/19 audit reports
2018/19 accounts
2021/22 budget reports

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th September, 2021
SUBJECT:	Adult Social Care Provider Services
CHIEF OFFICER:	Alan Sinclair
CONTACT OFFICER:	Marc Gadsby
WARDS(S):	All
PORTFOLIO:	Councillor Natasa Pantelic, Cabinet Member for Social Care and Public Health
KEY DECISION:	Yes
EXEMPT:	No
DECISION SUBJECT TO CALL IN:	Yes
APPENDICES:	Consultation Summary

1. Summary and Recommendations

This report sets out recommendations to Cabinet regarding the continued delivery of Adults Social Care, in-house provider services. The report highlights feedback from a recent public consultation and rationale regarding the preferred option. Cabinet decision is required regarding progression of the recommendations.

Recommendations

- 1 To close the following Provider Services currently operated by the Council:
 - Lavender Court
 - Respond (short-term breaks service)
 - Priors Day Service
 - Phoenix Day Service
 - The Pines Day Service

- 2
 - a) To review the needs and aspirations of all people who use the services currently. To identify alternative options, building on people's strengths, across the provider market and through direct payments.
 - b) Deliver flexible and more personalised support, relying less on providing activities or services that are based at the day centres.
 - c) To promote individual choice and independence through accessing services that are being delivered by charities, community groups and other organisations in the voluntary and independent sector.

- 3 To delegate the implementation of these recommendations to the Executive Director of People (Adults), in consultation with the lead member for social care and public health.

2. Rationale

Slough Borough Council (SBC) is committed to ensuring the public money we spend and the resources available, are used in the most efficient and effective way to meet the needs of the most vulnerable people within our community.

As a department, Adult Social Care must balance the statutory duties it has with supporting the council to deliver its financial strategy over the coming months and years. We are proposing a change to our few remaining provider services, as outlined in the recommendations above. The proposed strategy for Adult Social Care is to move away from being the direct provider of services and focus on strategic commissioning to meet the needs of all local people. We are proposing to rely less on day centres and other building based services to meet assessed needs of residents and explore other ways to meet them. These may include:

- accessing activities or services run by other providers including local community groups and charities
- using personal assistants
- using direct payments
- accessing other support networks

This does not mean that the Council will stop meeting the needs of vulnerable people and their families, moreover we will work with people and partners to identify alternatives which may include some new relationships with new and existing providers.

A public consultation ran from Monday 5 July through to Friday 6 August 2021 to ask those with an interest in the services affected, what their views were regarding Slough Borough Council no longer being a direct provider of Adult Social Care Services. As part of this process, we undertook a range of engagement activities to hear from people who access these or similar services delivered by other organisations, as well as families, carers, professionals and wider networks.

The following three options were initially considered as part of this review:

Option 1: Reopen the services that were closed during the pandemic and operating them in the same way as they were pre-pandemic. Continue to provide the services that have not been closed with no changes.

Option 2: Move away from being a direct provider of care for long and short-term residential provision, day care and to commission alternatives to meet peoples needs.

Option 3: Re-model and operate a significantly reduced provider services offer.

Option 1 and 3 were discounted and not progressed as part of the review as the councils ambition of delivering more personalised services to meet peoples needs and delivering value for money would not be achieved.

It is also important to note that upon approval of the recommendations made above, Slough Borough Council will work with other providers to identify other service options.

Slough Borough Council no longer operating a provider service function does not mean that people will not have options to access other services, new or existing.

3. Introduction

The proposed action will support the delivery of Outcome 2 of the Five-Year Plan: *'Our people will be healthier and manage their own care needs'*.

The council is taking steps to transform public health and wellbeing, focusing on intervention and prevention built on a strength-based approach. We work to identify an individual's 'strengths', abilities, skills, knowledge and potential as well as their social and community networks, that will help or enable the individual to deal with challenges in life and meet their needs to achieve their desired outcomes. The Care Act (2014) underpins this approach by requiring our Adult Social Care department to consider the person's own capabilities and support available from their wider network or within the community that would help the person, alongside the provision of care and support, to meet the outcomes they want to achieve.

We believe that all adults should have a good quality of life.

We believe that by listening, understanding, designing services together and working without judgement, we can achieve good outcomes for those that need our support.

We believe that this does not have to be delivered within a council operated building.

4. Backgrounds

We are considering the future of services that are currently run by the Council, for older people and people with learning disabilities. This includes:

- **Day services for people with a learning disability and/or autism**, offering social activities as part of assessed needs (Priors Day Service & Phoenix Day Service)
- **Day services for older People** offering social activities as part of assessed needs (The Pines)
- **Residential service for people with a learning disability/autism** (Lavender Court)
- **Short-term breaks service** (Respond)

There are 107 people currently registered to use these services and 61 posts affected which are a mixture of full and part-time posts.

There has been a lot of disruption to services due to the COVID-19 pandemic: people have changed the way in which they access community activities and have experienced changes in the way that support is received. For Slough Borough Council, in line with government guidelines, this meant we closed our building-based day centres and limited the access to Lavender Court. We also trialed new ways of working, including covid-bubbles and on-line events. The services provided at Respond have been closed pending completion of building works.

Other organisations have been offering similar alternatives, to ensure that people continue to receive support in these challenging times. These changes, alongside the Council's Adult Social Care Transformation Programme, have been a driver for us to reflect on how we meet the needs of people using services, and re-evaluate how we offer these types of services, including to consider if we are best placed to be a direct provider of services.

There are many providers of services relevant to this review across Slough. A key part of this re-evaluation has been to understand where we can improve and offer the best range of options and relevant choices that build on people's strengths.

We undertook a public consultation engagement activity and invited people to tell us their thoughts directly, or through their families, carers or professional support. We also completed a review of the market to understand alternative options available currently and where opportunities may exist for the development of new offers with providers.

5. Consultation

We asked people with a potential interest in SBC Provider Services to share their views regarding the options for provider services. This consultation took place prior to any recommendations being presented to Cabinet for decision. To support people to take part in this process, a consultation page was established, 3 on-line surveys were constructed, and a consultation mailbox set up. Easy read surveys were circulated alongside information about the consultation, to people who use services. Telephone calls at different stages during the consultation period were made to all customers and 4 facilitated focus groups were established supported by advocacy. A staff briefing took place 2 weeks before go live and there has been engagement with trade unions through GMB and Unison.

55 People responded to the Online Surveys
31 people signed up for Focus Groups – 18 attended
2 people used the PSPC mailbox
1 Person telephoned the AD directly

Additionally 803 people responded to an e-petition entitled 'Abandon planned closure of day centres'.

The e-petition makes the following statement:

'The day service and short break service centres are vital for people with learning disabilities and autism. They provide social interactions, fun, learning, safety and stability in a way which cannot be replaced by the alternative arrangements the council proposes. There is no other adequate place in Slough for people with learning disabilities and autism. The parents and carers of service users care for the disadvantaged people with disabilities often for their entire life. Closing down the reliable day care offered by the day centres and replacing it with often inadequate alternatives will simply create massive problems for people who are already on the edge of mental breakdown following the long period of closure due to Covid.'

A total of 892 people have shared a view regarding the proposal to close Adult Social Care Provider Services.

The detail from the consultation is attached as Appendix 1 however some key themes are highlighted below:

- Direct Payments don't work for everyone
- A building base is important for some
- Carers need a break
- A day centre environment provides confidence around safety
- People enjoy socialising
- A range of different activities are enjoyed by different people

- People think that services need to be available now
- Communication needs to be better
- More alternatives are required locally
- There are problems with transport
- Lack of equipment such as hoists
- Limits on Personal Assistant support

Our view is that the above outcomes can be achieved in ways other than SBC directly delivering services. Following a re-assessment of need, each person will be supported to build a support plan. This may involve working with existing providers, or shaping new ideas for service development. It may involve groups of people coming together to combine their resources to design a personalised solution to meet common outcomes. SBC will continue to work with service users and their families to identify ways to meet their needs.

6. Market Analysis – Day Opportunities

To better understand the alternative options available to Slough residents, should any changes be made to Day Services, a review was undertaken to gather knowledge from colleagues, an internet search of various websites as well as contact made with several partners within the voluntary and community sector. Alternatives identified include charities, community interest companies, locally ran groups as well private enterprises, who can provide personalised support for individuals to access community activities that they are interested in alongside other service offers such as supported living or homecare.

Of the alternatives, 14 are building based and provide either sessional activities or are available for a whole day. 2 of these are specifically for people with learning disabilities, 9 for older people, 1 for people with an Acquired Brain Injury, 1 for people with dementia and 2 for adults with additional needs. Many of the buildings being used are existing community assets such as local community centres. Those opportunities that are non-building based involve accessing other community resources, led by individual interests, such as Autism Berkshire who will meet for social events at a range of venues.

Across the different client groups, most opportunities are focused on providing meaningful activities that promote social interaction and positive wellbeing. For all client groups this includes activities such as crafting, physical exercise and trips out into the community. For people with learning disabilities there is a blend of activities that promote wellbeing and support the development of independent living skills, whilst for older people and those with dementia the focus is much more to wellbeing. There are 2 opportunities, Friendly Bombs Theatre Company and South Buckinghamshire Riding for the Disabled that have a very focused offer.

There are 5 services offering support with employment opportunities for people with Mental Health issues or a Learning Disability. This can include practical preparation such as CV writing or searching for volunteering, work experience or paid for roles. Other support can include linking with employers to identify opportunities and to check that an individual is succeeding.

Client Group	Outcomes / Focus	Service Name	Total Services
Learning Disabilities	Employment	<ul style="list-style-type: none"> • Slough Employability • The Light UK • Graft (Thames Valley) • Comfort Care Slough (specialist employment worker) • Compass Slough 	16
	Wellbeing (built around a range of activities)	<ul style="list-style-type: none"> • Parvaaz Project • Slough Crossroads • The Light UK • Step Together • Voyage Care - Community Support Hub London West • Mencap • Kharis Care • Promise Inclusion • Jump In • South Buckinghamshire Riding for the Disabled • Friendly Bombs Theatre Company • Autism Berkshire • Compass Slough 	
	Independent living skills	<ul style="list-style-type: none"> • Parvaaz Project • Mencap • Slough Crossroads • The Light UK • Step Together • Comfort Care Slough • Voyage Care Community Support Hub London West • Kharis Care • Promise Inclusion 	
Older people	Wellbeing (built around a range of activities)	<ul style="list-style-type: none"> • Age Concern Windsor (Spencer Denney Centre) • Age Concern Slough and Berkshire East Day Centre • Age Concern Slough and Berkshire Befriending • Age UK Befriending • Age UK Activities • Manor Park Centre • Ascot District Day Centre • All Saints Lunch Club • Ujala Foundation • New Langley Community Association 	20

		<ul style="list-style-type: none"> • Slough Senior Citizens Group • Recycled Teenagers • Men's Matter • Rise and Shine • Pakistan Welfare Association Slough • Langley Coffee Group • Slough Crossroads • Kharis Care • Movers and Shakers • Burnham Lodge 	
Dementia	Wellbeing (built around a range of activities)	<ul style="list-style-type: none"> • Alzheimers Dementia Support • Alzheimers Society • Age UK Dementia Support • Slough Crossroads 	4
Acquired Brain Injury	Wellbeing (built around a range of activities)	<ul style="list-style-type: none"> • Headway South Bucks 	1
	Independent Living Skills	<ul style="list-style-type: none"> • Headway South Bucks 	
Mental Health	Employment	<ul style="list-style-type: none"> • The Light UK • Graft (Thames Valley) • Slough Employability • Comfort Care (specialist employment worker) • Compass Slough 	9
	Wellbeing (built around a range of activities)	<ul style="list-style-type: none"> • Friends in Need (East Berkshire) • MIND Community Connectors (Registered GP dependent) • Comfort Care Slough • The Light UK • Slough Crossroads • Compass Slough • Voyage Care Community Support Hub London West 	
	Independent Living Skills	<ul style="list-style-type: none"> • Slough Crossroads • The Light UK • Comfort Care Slough • Voyage Care Community Support Hub London West 	

Alongside the opportunities identified above, Slough Borough Council's Community Development Team have a directory of 60 + other local projects, charities and initiatives which are provided either in outdoor spaces or in local settings such as the Windmill Resource Centre, Wexham Bowls Club and the Chinese Oriental Community Association.

Slough Community Transport also offer transport to a range of activities and locations for all client groups.

For those individuals who use a Direct Payment to purchase their own support, there are a number of introductory agencies that will provide a matching service to find a suitable PA, based on the individual's needs and preferences. These include Trust on Tap, Seakr and Curam Care. Slough Borough Council will also provide support to advertise for PAs as well as guidance on becoming an employer. Enham Trust are also available to support individuals who require help in managing their direct payment.

7. Alternative accommodation options

For the 7 residents of Lavender Court a number of options will be explored dependent on the outcome of their Care Act assessment and individual desired outcomes.

Considerations:

1. Find suitable alternative residential placements through brokerage or the Dynamic Purchasing System (DPS)
2. Find suitable supported living placements through the DPS or brokerage
3. Find suitable accommodation or accommodation that can be developed in Slough and tender for the care/support needs separately

8. Alternative replacement care opportunities

Whilst the Respond service building has been under refurbishment and during the Covid-19 pandemic a block contract arrangement was entered into with Kharis Care. This provision included a 3-bed property located in Reading. As part of the analysis of alternative day opportunities, alternatives for replacement care were also identified. 5 services were identified with a local community-based offer, 4 of which offered respite across the different client groups and one which was focused on those individual's living with dementia.

Client group	Service Name	Total Services
Learning Disabilities / Mental Health / Older people and Dementia	<ul style="list-style-type: none"> • Slough Crossroads • Kharis Care • Better Life Care • Macademia Support 	5
Dementia	<ul style="list-style-type: none"> • Alzheimers Dementia Support 	

9. Covid-19 and the impact on support services

During the pandemic, services and community groups adapted in order to continue providing a source of connection and a range of activities, often using online platforms such as Zoom or Teams. Some organisations and groups completely re-designed their offer to meet the priority need at that time, for example, ensuring that vulnerable residents had access to food and medication. As restrictions are lifting, services and community groups are still adapting to the new ways of working and developing their offer, something which the Community Development Team and members of the Slough Council for Voluntary Services reported.

10. Implications of the Recommendation

10.1 Financial implications

The current cost of the Provider services are as follows:

Service	Service Type	Service Users	Actual Service Cost 20/21 (£000's)	Service Budget 20/21 (£000's)
Lavender Court	Residential (respite)	7 (+19 respite clients – 284 nights per year)	901.3	787.1
Learning Disabilities Day	Day Services	57	970.8	1,090
Older People Day Opportunities	Day Services	24	281.3	452.3
Total		88 (107)	2,150	2,330

In 20/21 the budget for all Provider Services was £2.33m, with a previous project to develop savings within day services only proposed to reduce the budget by £150k in 21/22 and a further £350k in 22/23. Although this proposition will supersede those savings, the £150k has already been removed from the 21/22 budget. Therefore, to estimate total savings, the 20/21 budget will be utilised.

The pandemic has impacted significantly on the way that services have been delivered over the past year, whilst building based day services have been closed. Individuals that were previously accessing the building-based provision have had their needs met through alternative support offers.

It is therefore assumed that following a reassessment several people will continue to be supported in the way that they have been over the past year, and that only 75% will wish to return to some form of day opportunity.

To model this, the current cost of provision purchased from the external market, £160.11 per week for people with a learning disability and £123.06 for older people, has been used, however, consideration could also be given upon undertaking reassessments to the provision of shared lives and Personal Assistants to ensure people are able to have their needs met in the way that provides the greatest choice, control, and independence.

There are 7 people living within residential care with a primary support need of Learning Disabilities. The current service cost of £901k per year gives an individual service cost of £2,476 a week. This is significantly above the cost in the external market both in Slough and surrounding areas. All individuals will require a full reassessment to determine the type of provision that will best meet their needs and whether they have formed natural friendships with other residents and would like to continue to live with them. Until this person-centred planning has been undertaken it is not possible to determine the best provision to meet needs so a prudent figure at £1600 average has

been used which aligns to the average cost of residential care for this client group within RBWM but is below the current Slough external market rate of £1,800 to reflect the ambition of achieving comparable target costs.

In addition to the 7 residential clients, there are also 19 respite clients who received 284 nights per year, prior to the pandemic impacting services. The cost of the total combined weekly cost of respite is £1,976, which equates to £102.8k per year. This money will be utilised to recommission a respite provision to replace the 284 nights per year.

The estimated new cost of delivering services is detailed in the table below.

Service	Number of Service Users	Average Weekly Cost (£)	Total Weekly Cost (£)	Annual Cost (£000's)
LD Residential Care	7	1,600	11,200	582.4
Respite Care	19	104	1,976	102.8
LD Day Opportunities	43	160.11	7,205	374.7
OP Day Opportunities	18	123.06	2,215	115.2
Total	87			1,175.10

The comparison of the 20/21 budget to the new estimated service cost is detailed in the table below. The full year saving is estimated to be £1.153m.

Service	Actual Service Budget 20/21	New Estimated Annual Cost (000's)	Variance (000's)
LD Residential Care & Respite Care	787.10	685.2	101.9
LD Day Opportunities	1,090	374.70	715
OP Day Opportunities	452.30	115.20	337
Total	2,329	1,175.10	1,153.9

The saving is due to impact in January 2022, which would mean that 3 months savings would be achieved in 21/22, with the remainder of the full year saving in 22/23. However, the cost of transport services has not been included in the 21/22 saving, as the contract can't be amended until the new financial year.

Therefore, the savings profile is shown below:

Savings Profile	21/22 (£000's)	22/23 (£000's)
Provider Services	250,975	902,925

An additional one off cost will be required to support the delivery of the care assessments for all current users. This approximate cost of £67,000 will be provided by the transformation fund allocated to the Adult Social Care Transformation Programme.

10.2 Legal implications

The Council has a statutory duty to meet eligible needs assessed under the Care Act 2014, and whilst day care provision provided directly by the council has been used to meet needs, it is not in itself a prescribed statutory service. Where a person has identified eligible care needs and provision of day services is assessed as necessary to meet that eligible need, the Council will calculate a personal budget that will meet the market rate for provision of that service and can offer a direct payment where appropriate, but can be commissioned on the service user's behalf where a direct payment is not appropriate.

Current service users of SBC's Provider Services will each have an individual reassessment to ascertain their eligible needs. The resource required to undertake these reassessments is currently going through the procurement process with a view to undertaking this work as soon as possible.

In Section 10.27 of the Care Act, the guidance states that in determining how to meet needs, the local authority may also take into reasonable consideration its own finances and budgetary position and must comply with its related public law duties. This includes the importance of ensuring that the funding available to the local authority is sufficient to meet the needs of the entire local population. The local authority may reasonably consider how to balance that requirement with the duty to meet the eligible needs of an individual in determining how an individual's needs should be met (but not whether those needs are met). However, the local authority should not set arbitrary upper limits on the costs it is willing to pay to meet needs through certain routes – doing so would not deliver an approach that is person-centred or compatible with public law principles. The authority may take decisions on a case-by-case basis which weigh up the total costs of different potential options for meeting needs and include the cost as a relevant factor in deciding between suitable alternative options for meeting needs. This does not mean choosing the cheapest option; but the one which delivers the outcomes desired for the best value.

The Council has a duty under s149 of the Equality Act 2010 to in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

10.3 Risk management implications

Risk Item	Impact	Likelihood	Mitigation	Impact	Likelihood	Notes
Failure to achieve savings	4	3	The timeline of the programme has been carefully planned to line up with Cabinet approval dates. Savings forecast has been calculated by P2, who reviewed market prices for comparable offers.	4	2	Regular project meetings have included representation from LA Commissioners who have undertaken recent market analysis
Alternative options fail to meet need	4	3	Market analysis identified 40 potential alternatives and the LA is keen to support the development of further offers that are co-produced with users	4	2	Re-assessment of need for all customers affected by this change will be undertaken so that we understand the most up to date needs presentation
Challenge of Council's decision prevents service closure	4	2	There are a group of people who are unhappy with the proposal to close Provider Services however there is no duty to provide services directly. The LA must provide sufficient resource to meet assessed need that this can be achieved in a range of ways	4	1	People affected by the proposal have been advised at a formative stage via a number of communication methods
Appointment of Commissioners changes proposal	3	2	Should Commissioners be appointed to manage SBC expenditure, it is understood that this proposal represents a significant efficiency based on a model utilised by a number of other Local Authorities previously. Current risk score reflects assumption that Commissioners would view this as an appropriate action to take given current financial circumstances	3	1	Continued work with P2 and recently appointed S151 Officer and team to demonstrate value and feasibility of this proposal
Insufficient resource to meet future demand	4	3	There is a risk that there will be insufficient capacity in the market to support Slough well into the future. This is not limited to Provider Services. This workstream has undertaken market analysis which has already prompted some providers to want to commence service development conversations	4	3	Development of more joined up Transitions process helps the authority to forecast future demand
Safeguarding alerts rise in number	3	2	Many customers have not been accessing services referenced here for over a year so this is unlikely	3	2	Working together to meet need going forward should reduce the probability of need not being met. Consultation feedback suggests that in some circumstances interim Direct Payment arrangements have not enabled all outcomes to be met.
Removal of Provider Services destabilises market	4	2	The opposite is likely to happen. More demand represents more opportunity for service development. There exists good opportunity for alternative providers to obtain a market share	4	2	Engagement with providers and wider market continues through our commissioning relationships
Reduction in Commissioning Team capacity limits market development activity	3	3	There is a risk associated with a key member of the team moving on however other colleagues are cited	3	2	We have the benefit of Peopletoo's continued engagement through the implementation of the ASC Transformation Programme

10.4 Environmental implications

None apart from potential carbon reduction by ceasing use of these buildings.

10.5 Equality implications

Assessing the impact on Service Users of not delivering Provider Services

	Positive	Negative	Neutral	Considering the above information and evidence, describe the impact this proposal will have on the following groups?
Age (All age groups)	Opportunity to personalise support offer and focus on outcomes with Older People	Some older service users who have used a Council Services for a number of years may not want change. Risk of less opportunity for people of the same age to come together and share experiences.	Proportionately less older people are impacted by the proposal.	<p>The age profile across Provider Services differs on the basis of service type</p> <p>24 People 65+ – OP Day Care 57 People 18+ – LD Day Care 7 People 18+ – Residential 19 People – 18+ Respite</p> <p>Whilst representing only a small section of the total number of people supported by SBC, the proposal has implications for commissioned day support and the future redesign of support services across the wider market.</p> <p>More people with Learning Disability will be impacted by the change, given the profile described above. Changing the model will mean potential change to how services are arranged for everyone going forward</p> <p>The current model enables people of a similar age to spend time together. This may shift as a more outcome focused approach is introduced.</p> <p>The National picture suggests that a traditional day centre model is an increasingly less attractive option for adults of working age coming into adult social care for the first time.</p> <p>Older members may have a preference for traditional building-based day services and could find not re-opening the centre difficult.</p>

				<p>Co-production of future outcome focus is an important feature when planning options with users of all Provider Services impacted by this proposal.</p>
<p>Disability (Physical, learning difficulties, mental health and medical conditions)</p>	<p>Opportunity to personalise support offer and focus on outcomes with People with Learning Disability</p> <p>Opportunity to reduce disability discrimination and increase accessibility.</p>	<p>Risk of less opportunity for people with disabilities to come together and share experiences.</p> <p>Risk that a lack of accessible community facilities, disability discrimination and stigma will prevent people with disabilities making full use wider community offers</p> <p>Some service users who have lived in a Council Services for a number of years may not want change.</p> <p>Risk that people with communication needs</p>	<p>The proposed changes may have a greater impact on the cohort of working age people with disabilities on the basis that this group is larger</p>	<p>There is a mixture of people who use SBC Provider Services. Some people are over the age of 65 and may have some age related needs. Others have Learning and/or Physical disabilities.</p> <p>The proposal could have an impact on people with a disability in the following ways:</p> <p>Not operating Provider Services will mean change to how services are arranged for people with a disability. The current model enables people with similar experiences based on disability or mental health issue to spend time together. Moving to a model that offers a variety of alternative providers, may impact who people spend time with.</p> <p>There is a risk that older people and people with a disability struggle to identify alternative, accessible facilities and transport. This includes a lack of accessible toilets and accessibility issues on public transport.</p> <p>Some people may have communication needs arising from their disability that makes this proposal difficult to engage with. The consultation document includes actions to address this. Advocacy, Focus Groups, Easy Read and proposal that the consultation be discussed at review meetings between adult social care practitioners and service users.</p> <p>The alternatives to Provider Services can be shaped as a result of consultation with people with disabilities and older people, providing an opportunity to shape support around what people with a disability who have social care needs want.</p>

		arising from disability will have difficulty engaging with the proposal.		
Sex		Risk of an increased burden being placed on unpaid carers – a group where women are overrepresented.		<p>There are no sex-specific services. The picture for all in-house and commissioned services is mixed.</p> <p>Carers are more likely to women. Day support often fulfils a dual function of both meeting the needs of a service user and providing carers with a break. There is a risk that the new model might result in changes to care packages that put an increased burden on unpaid carers. This can be mitigated against by offering carer needs assessment at the same time as planned reviews, so that both carer and service users needs can addressed holistically.</p>
Gender reassignment	Opportunity to access a wider range of support that needs individual needs.	Risk that transphobia and stigma will prevent people of different genders making full use of community options		<p>Information on this is collected as part of assessment and care planning.</p> <p>The proposal is intended to provide people with more choice and ability to access community facilities.</p>
Marriage and civil partnership				<p>Information on this is collected as part of assessment and care and support planning.</p> <p>It is not anticipated that the proposal will have a disproportionately negative or positive impact as it relates to this characteristic.</p>
Religion or philosophical belief	Increased opportunity for people of different faiths to	Risk that alternative provision is not inclusive for people of		<p>Information on this is collected as part of assessment and care and support planning.</p> <p>The proposal could have an impact on people of different religions or beliefs in the following ways:</p> <ol style="list-style-type: none"> i. There is a risk that people with dietary requirements arising from their faith or belief (e.g.Halal) will not be able to identify alternative provision if they do not provide appropriate

	come together.	different faiths.		<p>food choices. Space to practice faith based activities, such as prayer, may also need to be considered</p> <p>ii. Future options should provide people of different faiths and beliefs opportunity to meet needs in this area in a personalised way.</p>
Race	Increased opportunity for people of different ethnicities to come together.	Risk of language barriers being an issue in alternative provision		<p>From what we know about people using Provider Services there is a strong interest from all users to mix with other people. The race of people mixed with, has to date no presented a specific issue. The risk presented by language barriers could be addressed by ensuring that there are staff who speak community languages who can help facilitate communication.</p>
Sexual orientation	Opportunity to access a wider range of support that needs individual needs.	Risk that homophobia could prevent people of different sexual orientations making full use of a community facilities,		<p>Information on this can collected as part of assessment and care planning.</p> <p>The proposal is intended to provide people with more choice and ability to access community facilities. For example, no specific LGBT+ groups are run at day support services at present, and the new proposal may support people who want to, to access this elsewhere.</p>
Pregnancy and maternity				<p>No service users of Providers Services are pregnant or on maternity leave. Given the age profile described earlier and nature of disability, this is unlikely to change for the majority of service users.</p> <p>It is not anticipated that the proposal will have a disproportionately negative or positive impact on this characteristic.</p>

Other				
Socio-economic				<p>It is not anticipated that the proposal will have a disproportionately negative or positive impact on this. All community provision for adults with support needs under the Care Act (2014) is subject to financial assessment, in line with the Charging Policy in adult social care.</p>

Parents/ Carers				Closing some Provider Services, and not opening others does potentially have an impact on unpaid carers and it will be essential to ensure that individuals needs continue to be met and continued support provided to carers to enable them to continue in their role.
People with different Gender Identities e.g. Gender fluid, Non-Binary etc				It is not anticipated that the proposal will have a disproportionately negative or positive impact as it relates to gender identities.

10.6 Procurement implications

After the care assessments have been completed any procurement activity required will follow all appropriate procurement regulations.

10.7 Workforce implications

The recommendations proposed will have an impact on the current workforce.

The current workforce includes a mixture of full time and part time contracts, across a structure of 61 posts, ranging from level 3 to 8.

If the recommendations are accepted it is possible that up to 61 posts will be redundant, in which case, the proposed considerations for any subsequent workforce implications are:

- First point of consideration would be to redeploy staff through a skills analysis to ascertain transferable skills to roles where skills are considered to be similar. This could then be utilised to review the existing range of relevant vacant posts across the council. For example, Early Years have high vacancies and turnover of staff. This could be explored to ascertain if day centre staff could fulfil these vacant roles; supporting with training and education where this transfer of skills is feasible. Any new posts introduced to manage a new way of operating will also be included in this skills review.
- Second point of consideration, for those staff for whom training is not feasible, would be to review all vacant posts across the council and consider trials in suitable alternative roles, in line with council redeployment guidance.
- Final consideration would be to consider redundancy in line with the council management of organisational change. There may also be some staff who may be eligible to access their pension, if the above options are exhausted.

TUPE considerations:

If the council received proposals or a bid via Commissioning arrangements, this is an option, however at this early stage the council does not have this option to duplicate the kind of provision currently operated by SBC. As the alternative options for clients begin to scope, this as a potential consideration. At present, SBC is not looking for an alternative provider to run the services. The current proposals mean we are keen to move away from a more traditional day centre model.

10.8 Property implications

If the recommendations are agreed the buildings being used by these services will close and will be available for disposal or alternative use by the councils property services.

11. Background Papers

None

Consultation activity

The public consultation on SBC's Provider Services was launched on the 5th July 2021 and closed on the 6th August 2021. There were three surveys made available:

- one for parents and carers of people who access services
- one for individuals that access the services themselves (in Easy Read format)
- one for Providers/Support Services (either SBC or other external organisations)

Questions were worded slightly different for each group but sought to understand what was important about the services that people access? what had been the impact of Covid-19? and how could services potentially be delivered differently?.

To support the survey 4 focus group sessions were organised. These were held over Zoom to reduce the need for travel, to take less time out of people's days as we are aware many families and carers work and also to minimise contact for those people concerned about Covid-19. The sessions were organised on the following dates.

- 28th July for parents and carers of people who access services
- 3rd August for people who access Respond
- 4th August for people who access Day Services
- 6th August for people who access Day Services

All sessions were attended by a representative from Slough Advocacy so that additional support could be offered both during the session and afterwards, should people need it.

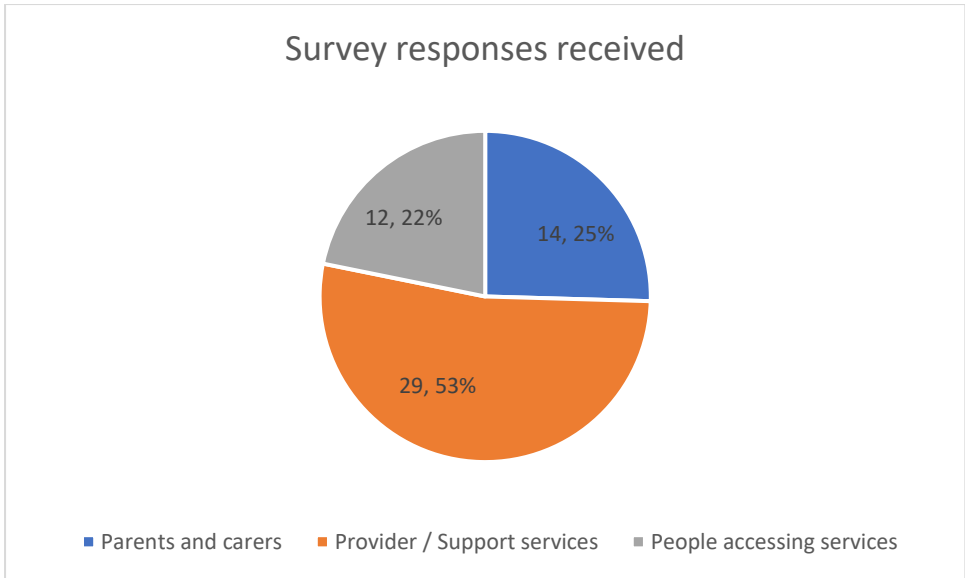
To ensure that as many people engaged with the consultation as possible a number of activities took place:

- An electronic version of the survey was made available on SBCs website
- People who access SBCs provider services were sent a letter to advise them of the consultation as well as a paper copy of the survey
- Telephone calls were made to people who access Provider Services to check that they had received the letter, the survey and they were also given the opportunity to feedback directly over the phone and / or to book on to a focus group session
- Follow up phone calls were made to those people we had not been able to speak with during the initial call

Survey Responses

In total 55 responses were received to the online survey, no paper copies were received. 25% of responses were from parents and carers, 22% from people who access services and 53% from Providers / Support services.

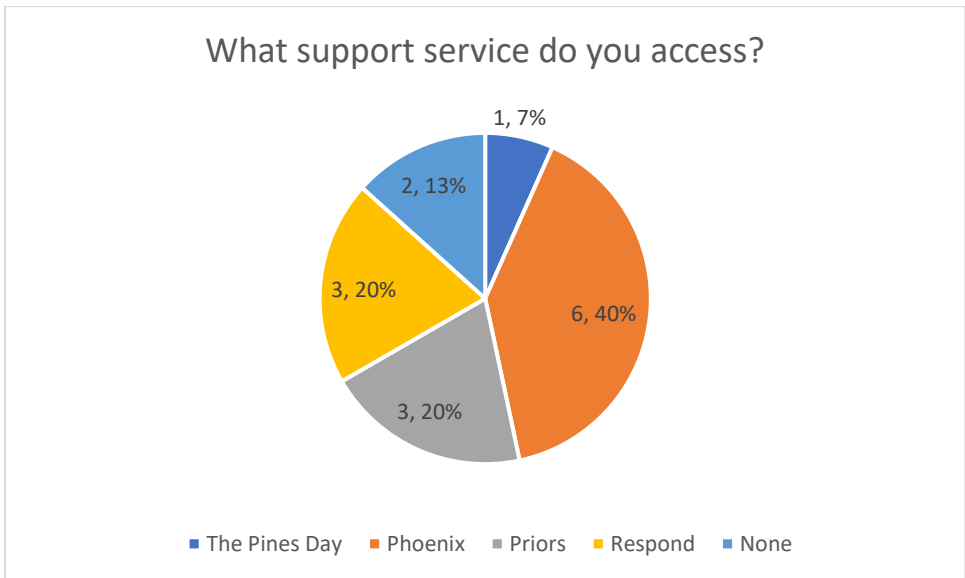
Survey responses received



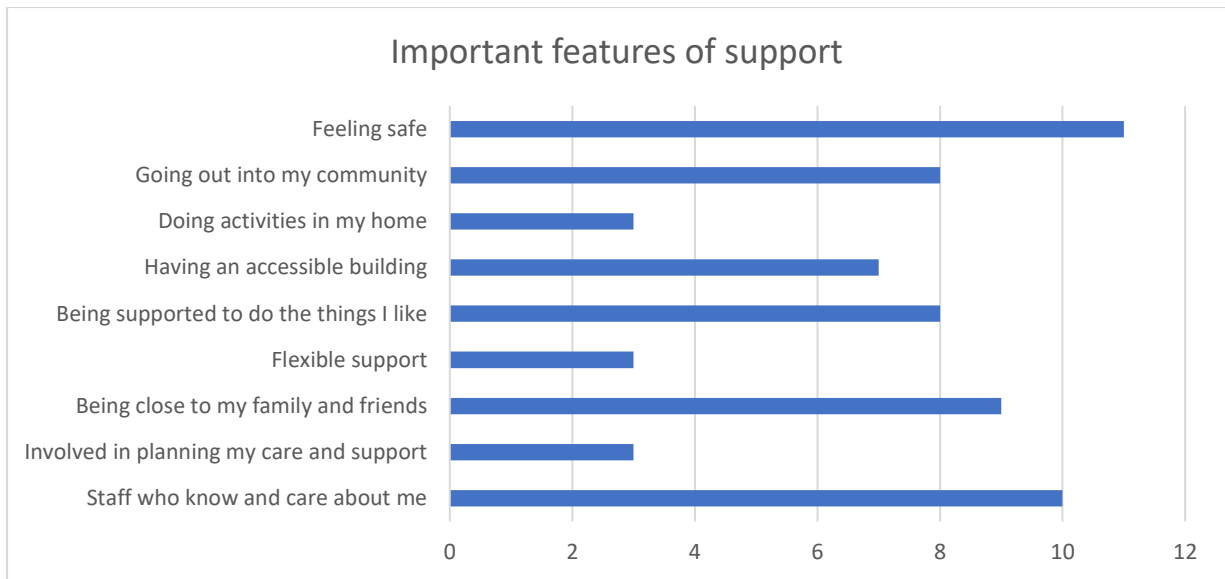
Survey responses - Individuals who access services

Of the 12 people who accessed services, 40% attended the Phoenix Day Centre, 20% attended Priors Day Centre, 20% accessed Respond, 7% accessed the Pines and 13% accessed none of those listed.

What support service do you access?



People were asked to choose 5 things that are most important to them about the care support they receive. The top 3 identified were *feeling safe* with 11 votes, *staff who know and care about me* with 10 votes and *being close to my family and friends* with 9 votes. With the lowest responses (3) received for *'being involved in planning my care and support'*, *'having support that is flexible to me'*, and *'doing activities in my home'*.



When asked what people liked or didn't like about their support and what they would like more support with a number of key themes came through:

- Socialising with friends

'I enjoy taking part in group activities with my friends'

- Doing a range of activities, including developing skills and increasing independence

'Going to phoenix day centre allows me interact with friends who I otherwise would not see. It stimulates me, gives me exercise and helps with my social skills'

'I'm bored with the online meetings. The activities are always similar'

- Having a routine was important and inconsistent support was seen as a negative

'During pandemic I have PAs, bubbles and online meetings. I like my PAs but they change, which I don't like. I like people in my bubble but it's only 2 hours'

- Feeling safe

'.....having great care staff a familiar environment safety and routine'

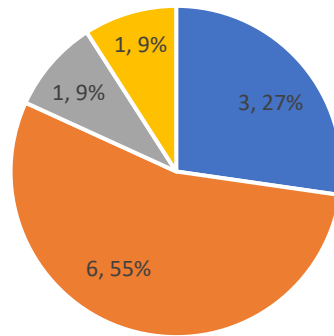
- Returning to services

'I am supposed to get respite (Respond) once a month but not had any in nearly 3 years so some of that again would be very helpful'

'Going to the day centre ASAP so I can see my friends'

When people were asked about the choice of activities to do during the day 55% reported that there was not much choice, 27% said there was lots of choice, 9% said there was nothing to do and 1% was unsure.

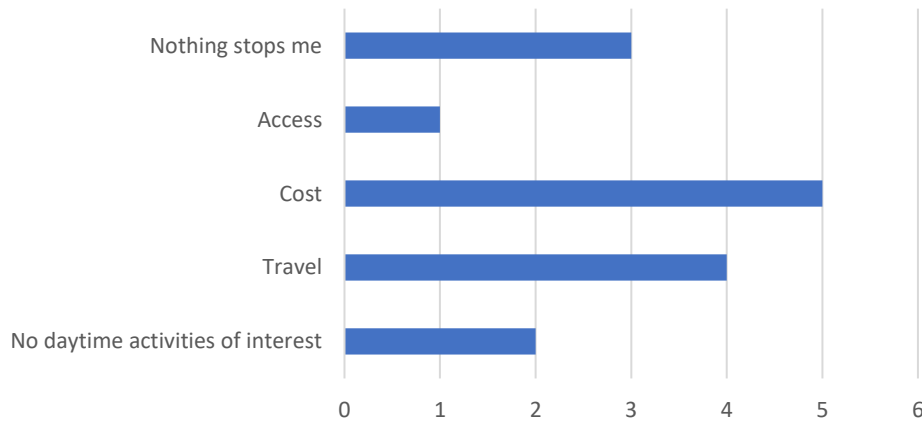
Are there lots of things to do during the day?



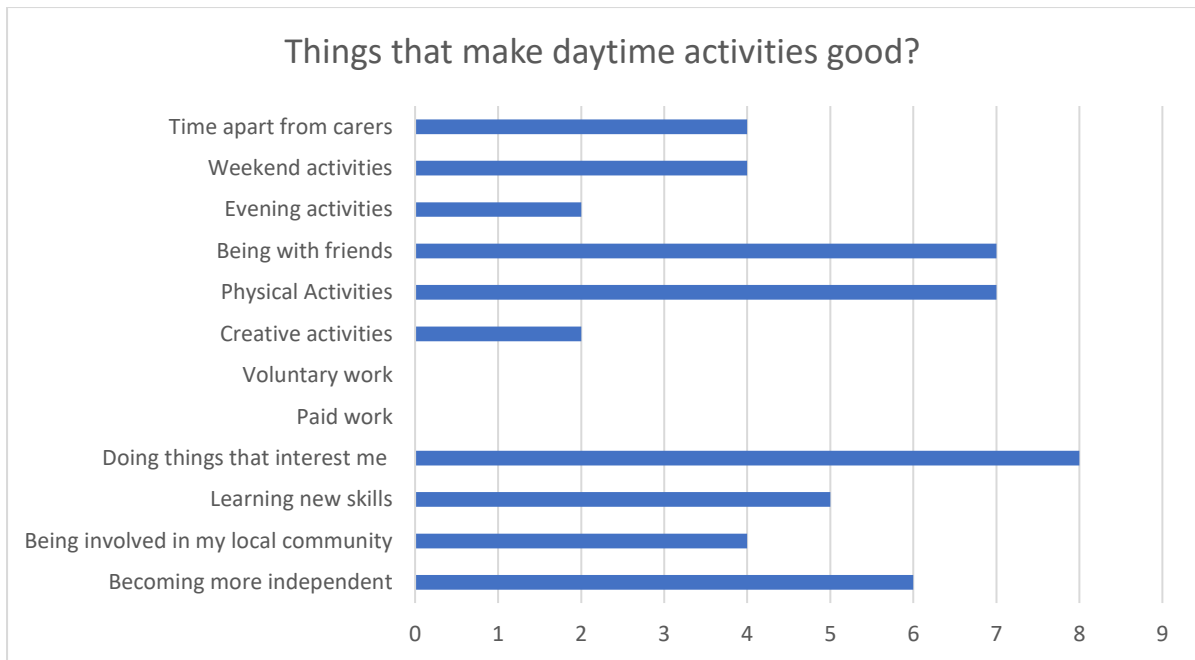
■ Lots of Choice ■ Not much choice ■ Nothing to do ■ Not sure

When asked what stops people from accessing the activities they want to do 13% of people were concerned about cost and 26% were concerned about transport. For those individual's who selected 'other' comments were focussed on the need to have support with them and how this can sometimes limit what they do, *'As my carers are home carers they do not have any idea what to do with my days out. They need to know where the activity are and how to access them'*.

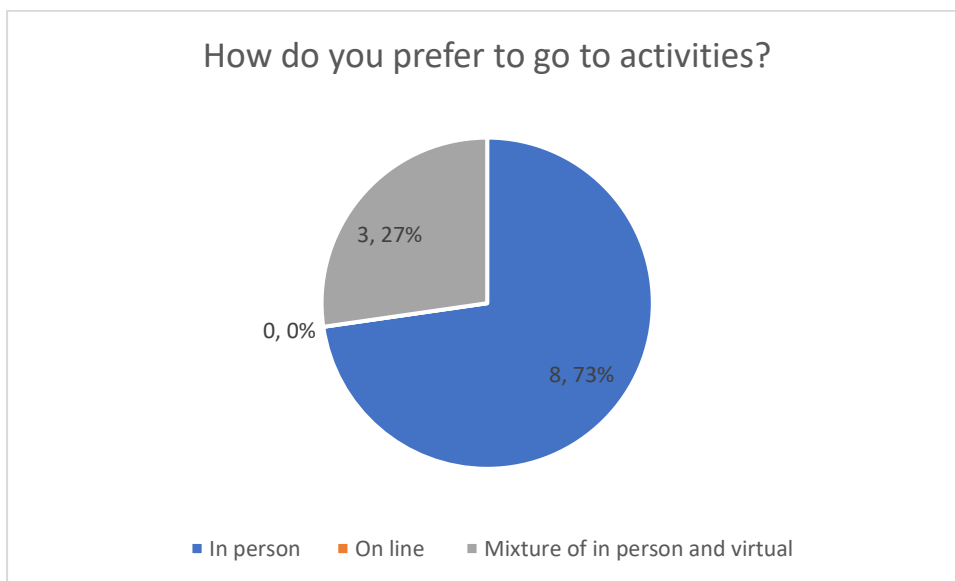
What stops you from doing the activities you want to do?



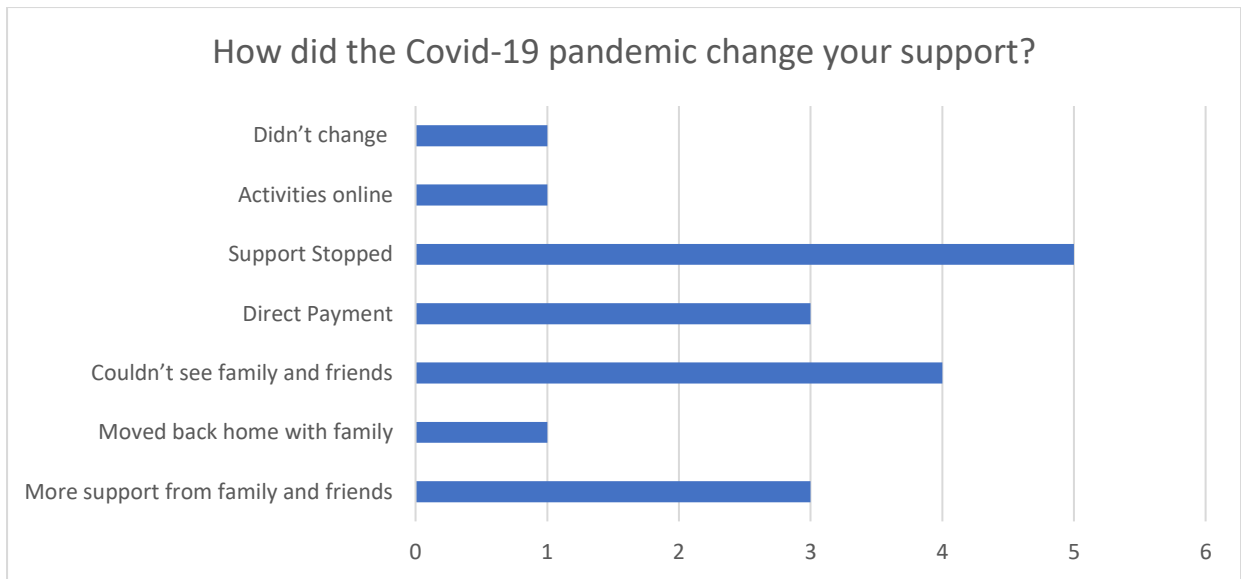
When asked to tick 5 things that make daytime activities good, as with previous comments the top three things picked were *doing things that interest me, being with friends and doing physical activities*. Voluntary work and paid work were not selected by anyone.



The majority of respondents (73%) indicated that they prefer activities that are in person, which corresponds with comments highlighting the importance of being with friends. 27% people responded to say that they would like a mixture of online and face to face.



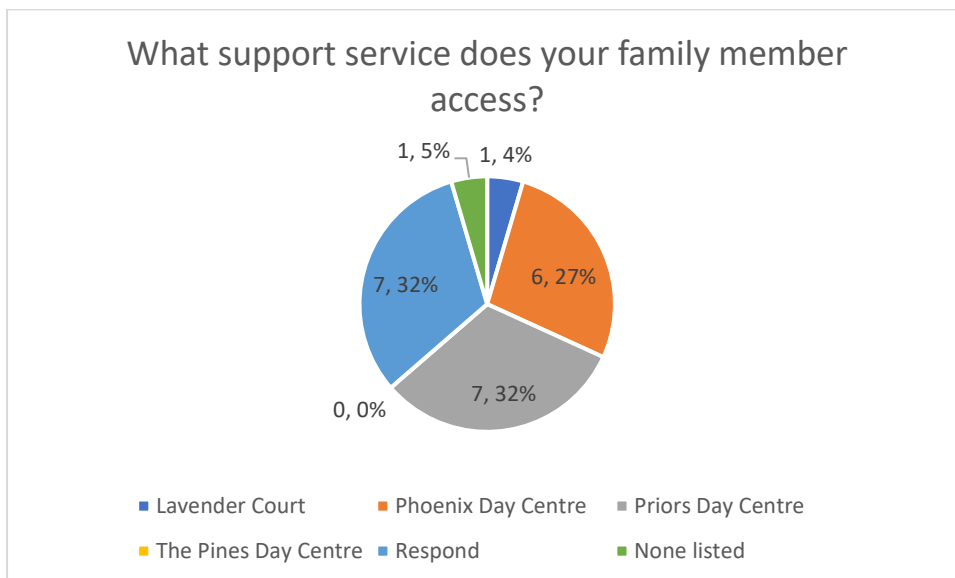
Other free text questions asked, focused on the impact of Covid-19 and how it had changed people's support both for the good and bad. The majority of people (28%) commented that their support had stopped, 22% indicated that they had been unable to see family and friends, 17% had received a Direct Payment and 17% had received more support from family and friends.



People's responses were unanimous in that covid-19 had not improved their support in any way and comments highlighted the negative impact that the changes and loss of routine had had on people's mental health and well-being. For example, *'The routine changes often. The support from bubbles and PAs changes. I feel lonely and isolated staying more time at home. I can't see most of my day centre friends and carers in person. I miss interactions with my friends. I miss my wider family. I miss stable routine of day centre. There are more days I feel anxious and upset'*. People also commented that they would like services to reopen and know what will happen next, *'I would like to know when my day centre opens'*.

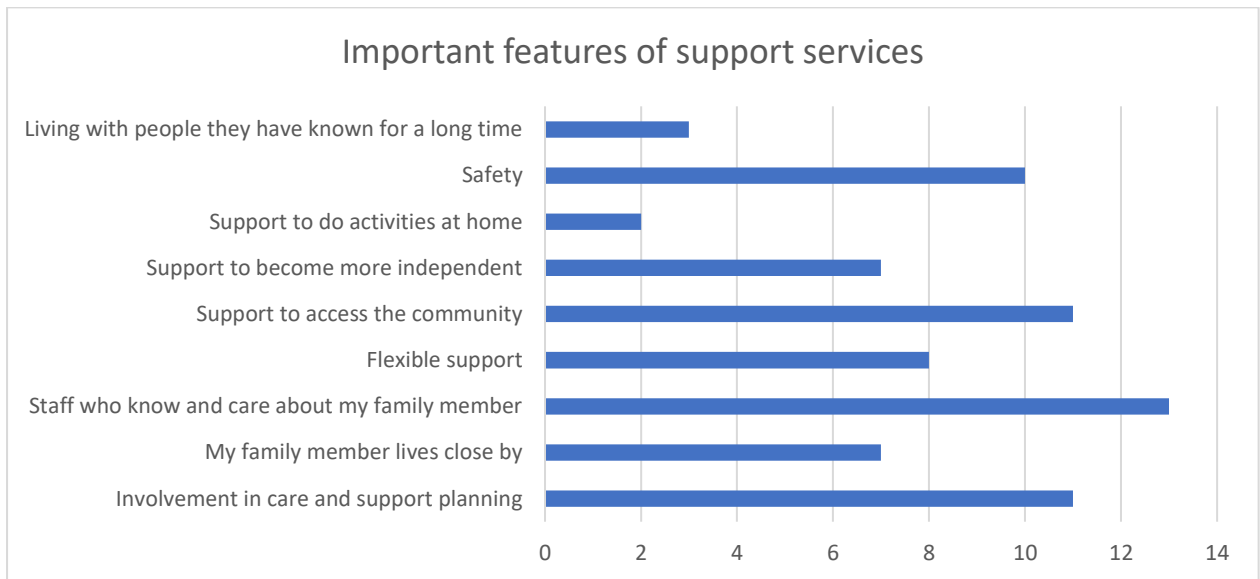
Survey responses - Parents and Carers

Of the 14 parents and carers that responded to the survey, 32% of their family members accessed Priors Day Service, 32% Respond, 27% Phoenix Day Centre, 5% Lavender Court and 5% stated none of those listed. There were no responses for the Pines Day Service.

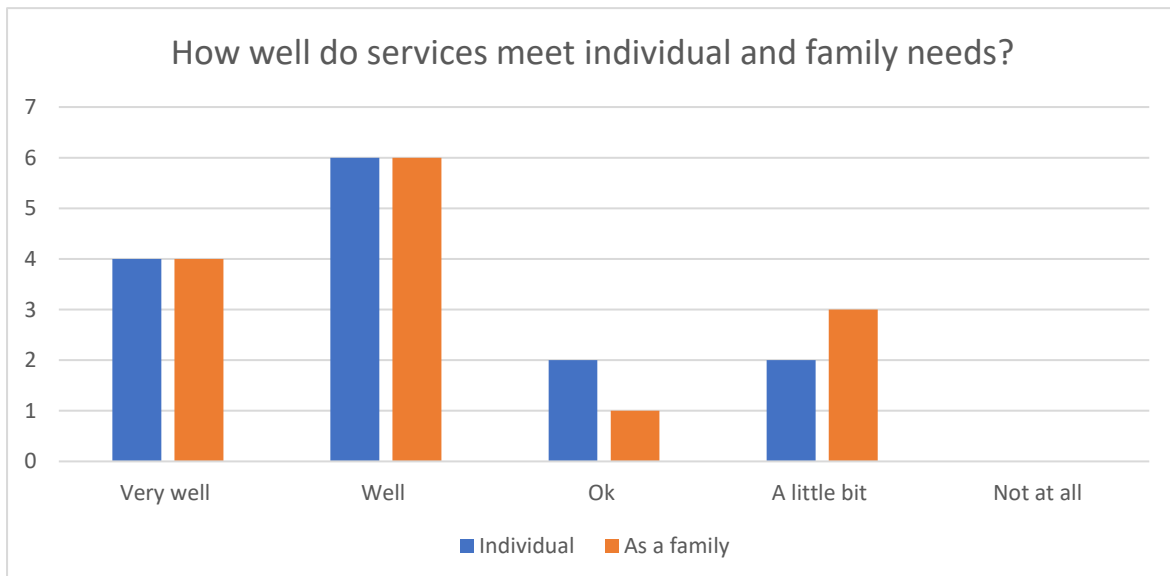


Families and carers were also asked to choose the 5 things that are most important to them about the care and support that their family member receives. The top three identified were *'staff who know and care about my family member'* with 13 votes, *'that my family member is supported to*

access the community’ with 11 votes, and *‘being involved in care and support planning for my family member’*, also with 11 votes. *‘That my family member is supported to do activities at home’* received the fewest votes with 2.



When asked about the quality of services and how well the services a) meet the needs of their family member who accesses them and b) meet the needs of their family as a whole. The majority responded well or very well for both.

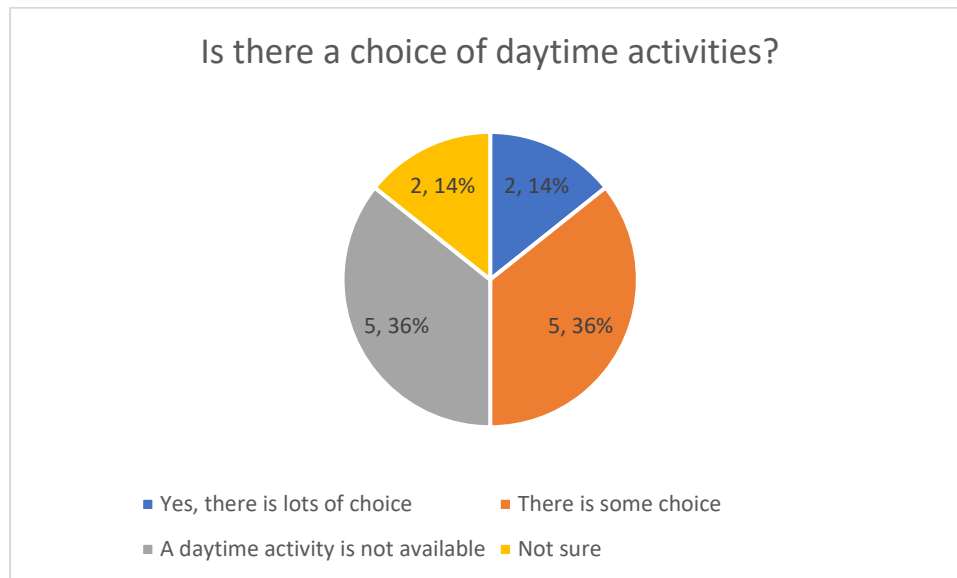


This was supported in the free text comments, that asked parents how services could be changed to provide the right opportunities for their family member and their family as a whole?

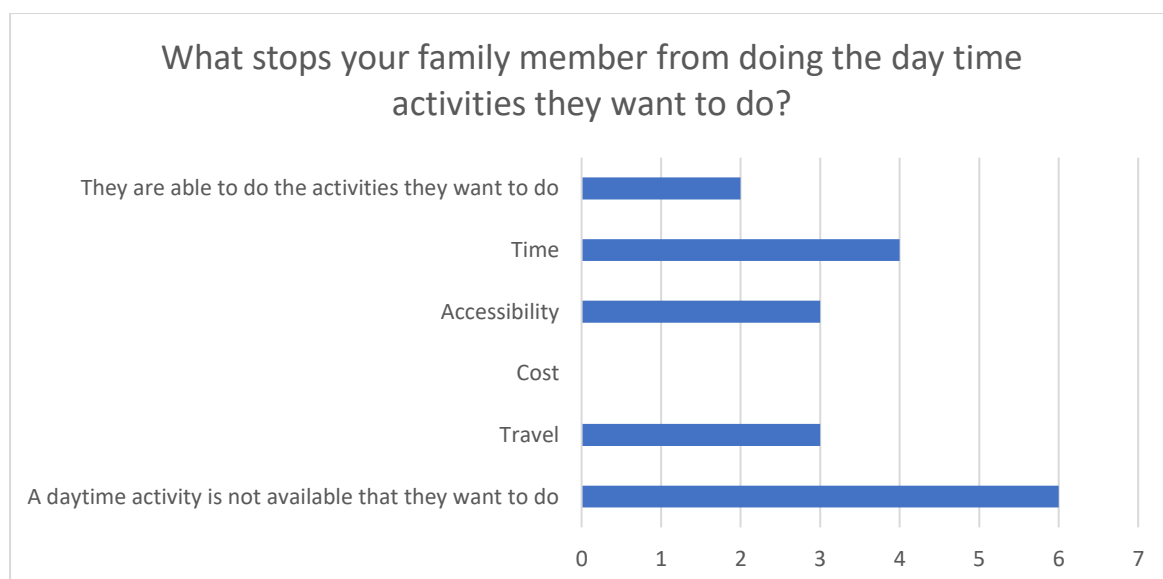
‘The Phoenix and Respond provided us with reliable, consistent, predictable care and support. This was the best care package in terms of meeting their and our family needs’

‘The day service that was used by my family member is very vital for the social integration with their friends. Also when they are at the centre we as a family get a break. Even a few hrs means a lot.’

Parents and carers were asked to comment on what their family member does during the day and if there was a choice of day time activities. 36% felt there is some choice and 36% said a daytime activity is not available. 14% responded that there was lots of choice. This demonstrated an inconsistency of awareness of services and activities available in the local area, similar to the responses from people who access services themselves



When asked what prevents their family member from doing the day time activities they want to do. The majority of responses (33%) said that an activity was not available, 22% commented that activities were not available at a time that suited them, and 17% responded that accessibility both in terms of the building and transport was an issue.



For those parents and cares that responded 'other' use of PAs was mentioned but it was highlighted that they cannot always support people to do the things they want to do or support activities with friends. *'Access to day centre where our family member can take part in activity with their friend (as oppose to be taken alone with PA).,Some PAs cannot swim, some other cannot drive, which makes access to the community activities limited or impossible'*. In relation to Lavender Court specifically, the requirement of additional staff was commented, as additional support is required to facilitate access the community and to take part in activities.

Other questions asked of parents and carers focused on the impact of covid-19 and the availability of services. The key themes that came through the responses received were:

- Services have stopped, placing additional pressure on families

‘Caring for family member 24/7. No break at all. No where to go. No public services open. No support given. Only service is emergency respite but all the way in reading, which is not local at all’

- Respite and day services were closed prior to covid-19 and families have been without a suitable alternative for a long period of time which is also increasing pressure on families

‘Short breaks are an absolute lifeline for families of young adults with learning disabilities’

- Family members who access services have lost the opportunity to socialise with friends and engage in activities

‘My family member has learning difficulties. Staying home so much is very lonely. They are losing their socialising skills that a group setting gives’

- Parents and carers want services to re-open and better communication about next steps

‘Local services to reopen Clear communication with dates. Everytime you speak to someone it’s different. A newsletter’

- There are not enough alternative services to access, covid Bubbles provided some respite but were not always appropriate or reliable and PAs are not an adequate solution

‘Not all places in Slough have hoist changing facilities. Where can people with disabilities safely socialise with their peers on a regular basis and access a range of activities.’

‘The alternative of bubbles are inherently unpredictable and insufficient. They are often late and cancelled at short notice. They often last only about 2 hours at a time. All this doesn’t allow us to plan around them’

‘The PA can never assure this level of support the day centres offer. There is very little scope to change the PA system to achieve comparable level of reliability, stability and diversity of activities provided by day centres.’

Focus Group Feedback - Summary of themes

All focus group sessions had people sign up to attend apart from the session on the 3rd August which was aimed at people who accessed Respond. On the day, less people than anticipated joined in the sessions, however, there was often more than one person from each family and individuals who accessed services were either represented or accompanied by a family member.

Focus Group Session	Parents & Carers (28 th July)	People accessing Respond (3 rd August)	People accessing Day Services (4 th August)	People accessing g Day Services (4 th August)
No. of people signed up	10	0	11	10
No. of attendees	5	0	6	7

As with the survey the focus group sessions considered what was important for people and what had been both the negative and positive impacts of Covid-19. People engaged fully in the sessions and provided valuable feedback that gives a greater depth of understanding and support for many of the

points raised in the written survey. Following the session, the information gathered was sorted into key themes in response to the questions asked:

1. What is important for the people using these services?

Theme A - Structure:

- Having somewhere to go, out of the house with a structure, purpose, and routine.
- Familiarity and trust with activity, location, and people.
- Reliability to allow carers to have a routine too and work – this is critical.
- Easy to access wraparound support (transport)
- Adults want to do things independently, in a safe environment.
- Safe, secure and accessible (facilities and all-weather)

Theme B - Activities:

- Social Interaction and face-to-face contact.
- Spending time with peers of similar abilities.
- Variety of activities, matched to individual ability to build self-esteem and confidence.
- Physical activities/Exercise to help with weight management.
- Stimulation & relaxation

Theme C - Support Network:

- Interacting with friends and carers, building relationships.
- Qualified, approachable staff with experience.
- Parent/carer support network. “Knowing that you’re not alone, and seeing other families, is invaluable.”
- Parents / Carers worked on things with staff and achieved things together – good, steady progress.
- Great source of information for more than just the care.
- Opportunity for carers to recharge batteries, otherwise they feel drained.

2. During COVID, what did you miss?

- Huge impact on mental health due to lack of routine and stimulation, missing friends and staff, and being isolated at home.
- Also, physical health impact mentioned by quite a few people in terms of lack of exercise, weight gain and other weight-related health issues.
- Communication was poor. Lack of contact from Council or support services was mentioned in 2 groups and carers felt abandoned, alone and forgotten.
- Hard to explain to someone with learning disabilities what is happening when the routine goes. Social interaction out of the home, in a familiar friendship group was very much missed by all.

- Key point that COVID was not an opportunity for new experiences. Carers, and people accessing services previously, just coped...this was not a positive experience for most.
- Bubbles were not consistent, long or regular enough for people's reliance on routines, including to support parent/carer working arrangements, or to be able to plan around them.
- Online sessions ok for some for socialising, "would send parents out the room for her own time with friends!".
- Bubble activities were outside so; weather/transport/carer reliant and didn't always feel it was safe.
- Huge issues with toileting on a day out and for safety, in terms of mobility.

3. What is it people enjoy and want to do?

- Sports (Ball games, Trampolining, Horse riding)
- Arts and crafts
- Games (Bingo, Snooker, Darts)
- Gardening and planting things
- Photography
- Group outings (Bowling, Picnic, Shopping, Garden centre visit)
- Life skills – Using the computer, learning to make tea and sandwiches
- Dance, Music, Singing, Sensory sessions
- Massage
- Socialising with other people
- Full day out with lunch and tea, return at the end of a full day, happy.
- "My son's happiness is interacting with other people of same abilities".

Views on Direct Payments / PAs

- Limited faith as knowledge is so limited and 'finding right person is a job in itself'. Perception that you don't get the same level of care from agencies.
- "Come into our world and see what it's like. No good giving us the money, we don't know where to find options and or have time or energy or health left to find it."
- Very few examples where family found it quite helpful as had same carers for years and they are more flexible and can work together. Depends on the relationship with carers. It does give more flexibility and has worked quite well. Continuity of the carer is important. Can work for some people, everybody is different.
- Not enough info available on this, to encourage the usage or expanding the options and particularly around non-home-based care options.

- Some tried but had poor applicants and couldn't get assurances on reliability, safeguarding, personal security and safety.
- Consistency of care is less, so behaviour can deteriorate, and it is really hard for parents with jobs.
- Confusion over impact on benefits and if you can't find the help, you lose the money.
- Value for Money is questioned.

Other feedback captured, that was recurring in each session was also grouped in to themes:

Communication:

- Communication over the last 18 months has been perceived as very poor.
- It is not understood why the centres have not re-opened if they are covid-friendly or why no reasonable alternative is offered now?
- An explanation of what is happening, and the options is needed in simple terms. Not the inconsistent message from various points of contact and lots of rumours creating uncertainty and anxiety.
- People want to work collaboratively to work out a sustainable solution. "This has been coming for longer than covid in Slough".
- People need to understand what SBC's plan is, so they can make their own plans.
- Very vulnerable people in the community don't feel they have a voice.

Financial Position

- "Where is the financial accountability from SBC?" "Why refurbishing the centres to close them?"
- "The Council needs to stop spending money on roads, houses, etc and taking facilities from the vulnerable people with no voice to pay for it." Why is this a business decision to economise, over prioritising a vulnerable person's needs?
- How is this efficient long term when it will create bigger issues further down the line for more complex care for the vulnerable, caring for elderly carers, people having to give up work, etc?

Alternative Options:

- People's needs may have changed considerably over the past 18months, how do we know what's available to support these new needs, both now and in the future?
- What the alternatives the Council Leader suggested in his letter to the family who raised the petition?
- What does 'in the community' mean?
- What if the alternatives don't cater for your needs?

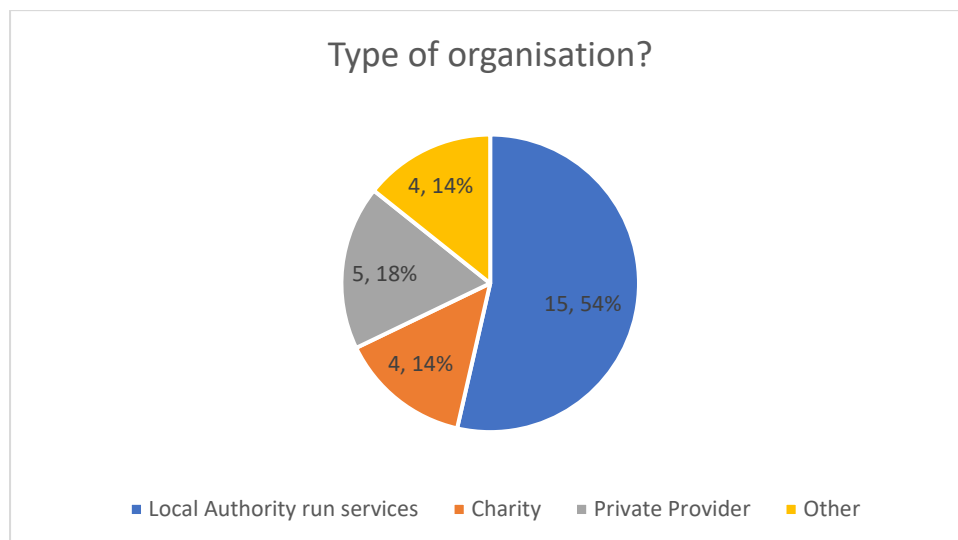
Welfare:

- Where is the equality consideration when closing the centres increases inequality for vulnerable people?

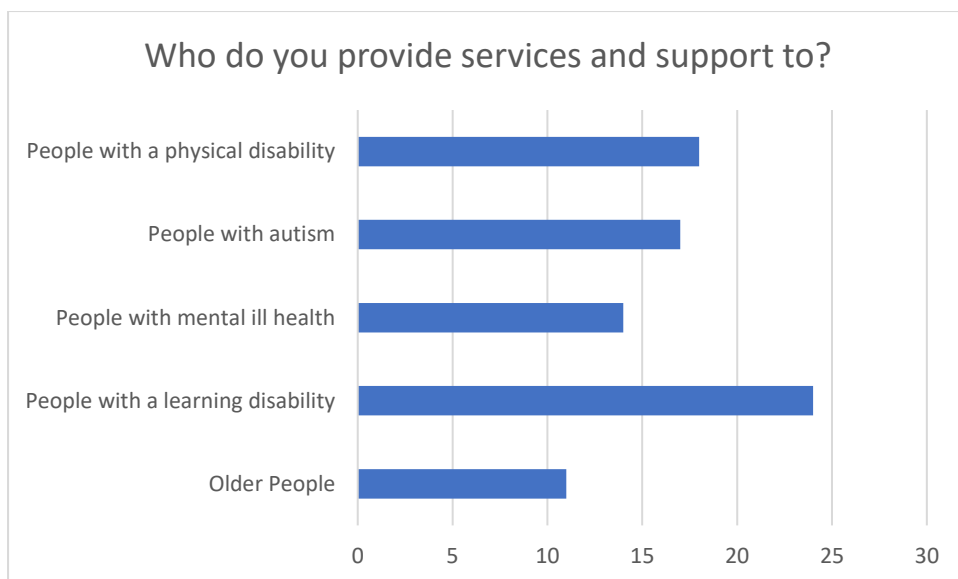
- How are the mental health needs of these vulnerable adults being considered and understood? You are compromising their quality of life.
- The places in the day centres were given based on people’s assessments so you should open the day centres and give them what they need.
- What happens if a carer can’t help if they have their health issues? There is no supporting infrastructure.
- What help and support is there for carers, mentally, physically, and financially?
- “Respite care is impossible to get now so we only have the day centre. If the Council take that away, we have nothing.”

Survey responses - Provider / Support Services

Of the 29 responses received from provider / support services, 54% were from Local Authority ran services, 18% were private sector providers, 14% were from a charity and a further 14% were classed as ‘other’ which included the NHS.



When asked who they provide support and services to, the majority of responses were for people with learning disabilities, however, from the supporting comments it was clear to see that many of the support services that responded provide support across a range of client groups.



The types of support that were described in the free text included supported living, residential and nursing care, emergency respite, homecare, employment service for adults with disabilities and day centres. The support provided to access activities included activities coming in to settings and supporting people to go out into the community and the opportunities described included arts and crafts, music, horse riding and developing life skills and reflected the offer that SBC Day Centres provided pre-lockdown.

As with the surveys for parents and carers and people who access services, a number of questions were asked in relation to the impact of Covid-19 both positive and negative and how services could be changed, to provide the right opportunities for the people they support. From the free text responses a number of themes were identified. The negatives included:

- The impact of Covid-19 on the health and wellbeing of staff, service users and families

'The impact of the Covid-19 pandemic affected many service users, their families were concerned about the reduction or removal of support since the beginning of lockdown; amongst people with learning disabilities increased social isolation was reported. This was compounded by digital exclusion, and the mental health impact this is having on people with learning/intellectual disabilities. Emerging evidence of the impact on staff mental wellbeing led to staff feeling tense and uneasy or worried'

- The reduction in opportunities and limited resources in Slough

'The day centre being closed has provided no positives for the people I support, there are no activities and facilities in the community for the people I support who have profound disabilities and very little for the more able people.'

'The lack or limited availability of community services (including face to face lunch clubs, day centre and other regular and structured activities for individuals and groups) has had a huge impact on their physical and psychological/mental, well-being as well as on their family carers' well-being (with increased experience of stress and distress)'

- The shift to on-line

'virtual sessions are not accessible for all as some people do not have the necessary equipment to be able to join in. They are also very difficult to maintain engagement in the session. You need to have a

family member available to set up the session but to also remain present so they can help encourage the engagement throughout'

- The challenges to adapting services and the importance of a building base

'We do not have enough buses for everyone and not all staff can drive the larger minibuses. Community sessions have been limited due to weather. Throughout the pandemic we were not allowed to go indoors, so our only options were parks which is not ideal in the rain. Moving forward I don't feel that there enough places in Slough that are suitable for adults with disabilities. Building based day services really is the best way forward.'

The positives included:

- Engaging people online who wouldn't usually use technology

'Older Adults have shown us that they can learn about and engage with digital solutions, often with kind input from their Carers/Family Members'.

Suggested changes and alternative offers included:

- Reopen services and / or ensure that services are available for people who need them

'To reopen day services to allow us to continue to provide a service for vulnerable adults'

'Provide more outreach work, provide 1:1 support for the elderly, provide social settings for the vulnerable to attend like day centres and lunch clubs'

- Utilise existing SBC resources for the wider community, income generation as well as expanding the current offer

'Maybe the (SBC) building could be opened up more as a community facility, with the rooms being rented out. It would be a tragedy and a crime if such a fantastic building is not used. Time and a lot of money has been spent on this project, it needs to be used and treasured'

'.....Opportunities for volunteering, training within the Day Service need to be more explored...'

- Ensure that changes are underpinned by a person centred approach and based on individuals needs

'Person Centred Planning needs to be at the very centre of the service and consequently and consistently be the basis for all planning and actions'

'Many need to be re-assessed as their conditions deteriorated eg mobility, personal care support etc'

- Have virtual and face to face options but be aware of those without online access

'Virtual activities have been a real lifeline, as have more virtual/techology focused support. We do not believe this should or would ever replace face-to-face contact but a blended approach actually provides more engagement opportunities for those supported'

- Better communication with people affected

'....clients, families and carers need to have a clarity of the situation and to be able to make an informed choice based on true and realistic facts'

A number of Providers also provided their organisational details:

- Grin Care Services
- Apple Hill
- The Riders
- Proactive Life South
- Kharis Solutions
- Beecholme
- Clean Conscience

Berkshire College of Agriculture was also referenced as an alternative solution identified during the pandemic.

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th September 2021
SUBJECT:	Debt Repayment/Asset Disposal Strategy
CHIEF OFFICER(S):	Steven Mair, Director of Finance (s151 officer)
CONTACT OFFICER:	Stephen Gibson, Executive Director, Place Peter Worth, Interim Finance Lead (Technical) Dean Tyler, Associate Director, Place, Strategy and Infrastructure
WARD(S):	All
PORTFOLIO	Cllr James Swindlehurst, Leader of the Council and Cabinet Member for Financial Governance, Economic Development & Council Plans Cllr Pavitar K. Mann, Cabinet Member for Housing, Highways, Planning & Place
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 members to consider and approve a Debt Repayment Strategy, and
- For officers to conduct a procurement exercise in line with the Public Contracts Regulations 2015, to obtain the support of external organisations who can assist the Council with a programme of asset disposals over the next five years.

Recommendations:

1.2 Cabinet is requested to agree that:

- A Debt Repayment Strategy is implemented with immediate effect, and that
- Officers conduct a procurement exercise in line with the Public Contracts Regulations 2015, to obtain the support of external organisations who can assist the Council with a programme of asset disposals to generate capital receipts.

1.3 Cabinet is also requested to agree that:

- Income generated from asset disposals will be used in the first instance to finance any Capitalisation Directions received from the Government, and that
- Additional sale proceeds thereafter will be used to repay existing external debt.

Reason:

1.4 The Council currently has untenable levels of borrowing and debt charges that could without action require circa 31% of the Council's net revenue budget to be spent financing these costs. An orderly programme of asset disposals will improve the Council's financial position by realising capital receipts which can be used firstly to finance any Capitalisation Directions that may be received from the Government and secondly to repay existing external debt.

1.5 This course of action will reduce both interest costs and Minimum Revenue Provision charged to revenue budgets. Asset disposals will also relieve pressure on revenue budgets by reducing property repairs, maintenance and utility costs.

1.6 A comprehensive asset disposal programme would:

- Assess current market opportunities
- Complete option appraisals across the Council's portfolio of land and buildings
- Prioritise assets for revaluation and marketing
- Proactively identify and negotiate with potential investors and purchasers
- Liaise with the Council's own valuers and legal representatives
- Dispose of assets within identified timescales; and
- Achieve best value for the Council.

1.7 Whilst Council officers have sufficient capacity and expertise to manage such an asset disposal programme overall, officers are seeking to obtain the assistance of external organisations with specialist skills who can support successful asset disposals within required timescales.

2. Report

2.1 Introduction

2.1.1 The s114 report issued by the Director of Finance on 2 July 2021 highlighted that the Council currently has much higher levels of borrowing than most other similar-sized local authorities. One of the "next steps" included in the Chief Executive's response to the s114 report was to "...*identify asset sales to reduce borrowing and to finance any capitalisation direction [provided by the Government]*".

2.1.2 Further work done since the s114 report was issued has highlighted that even without any additional new borrowing the cost of servicing current levels of interest and MRP will be circa 30% of the net revenue budget. Moreover:

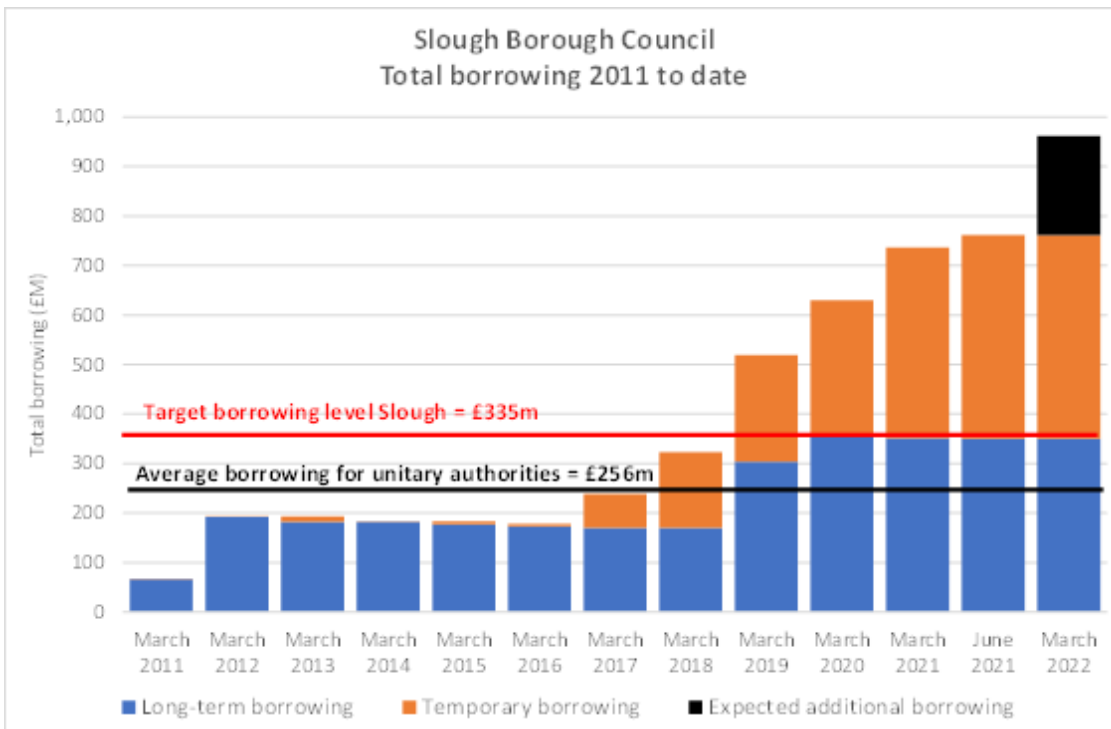
- any Capitalisation Directions received from the Government not financed by capital receipts will increase borrowing and debt charges in future years
- in March 2021, the Council approved a capital programme totalling £100m for 2021/22, largely financed from new external borrowing. This new borrowing

would increase debt charges to circa 31% of the net revenue budget, however the capital programme is currently under review.

2.1.3 This position is clearly unsustainable and, as a matter of urgency, borrowing needs to be reduced. If capital receipts totalling £600m were realised over the next five years and used to finance Capitalisation Directions and repay external loans, borrowing could be reduced from its current level of £760m down to circa £335m by 1 April 2027.

2.1.4 Borrowing would then be more manageable and would represent a lower proportion of the net revenue budget and be more in line with other authorities, as shown below.

Chart 1 – Comparison of local authority borrowing



2.1.5 The purpose of this report is to seek approval from elected members to:

- Commence a proactive, but orderly disposal process to generate capital receipts which will be used firstly to finance any Capitalisation Directions received and secondly to repay existing external borrowing and
- Conduct a procurement exercise in line with the Public Contracts Regulations 2015, to obtain the support of external organisations who can assist the Council with an ambitious programme of asset disposals over the next five years.

2.1.6 Members will also be receiving separately a report exploring the potential to reduce the level of borrowing associated with 2021/22 capital spending plans, which are currently under review.

2.2 Assets identified for disposal

2.2.1 The Council owns approximately 6,700 property assets (land and buildings) with a total value of £1.2bn. A summary analysis is provided below:

Table 1 – Council-owned land and buildings at 1 August 2021

Category		Estimated Value	No. of Assets
		£m	No.
1	Investment Assets and land awaiting redevelopment	250	55
2	Assets not currently used in delivering services	20	25
3	General Fund Assets	380	375
4	HRA Assets	550	6,000
	Total	£1,200	6,455

2.2.2 It is suggested that all these assets are subject to an option appraisal based on:

- current running costs e.g. repairs, maintenance and utilities
- current use and potential for re-purposing
- contribution to Council priorities
- where relevant, current investment returns
- any restrictions on disposal
- expected pre-sale costs e.g dilapidations and marketing
- identified disposal opportunities
- expected sales proceeds.

2.2.3 Marketing efforts can then be prioritised accordingly, within the overall objective of:

- realising disposal proceeds of £200m within two years ie by 1 April 2024
- using this first tranche of capital receipts to finance any Capitalisation Directions received from the Government
- realising further disposal proceeds of between £200m and £400m within the following three years ie by 1 April 2027
- using these disposal proceeds to repay existing debt.

2.2.4 Members will be advised of option appraisal outcomes in due course. In addition, all property disposals will be subject to formal officer or member approval in accordance with the Council's Constitution and Scheme of Delegation before any binding sale contracts are entered into. Currently these requirements state that:

- all assets valued above £1m will be subject to Cabinet approval.
- assets with a value of £1m or less can be disposed of via delegated authority by the Executive Director of Place, in consultation with the s151 Officer and appropriate Lead Member.

2.3 Use of external consultants – Proposed Approach

2.3.1 A disposal programme of this size will be complex and will require detailed and specialist knowledge of both local and national property markets – especially for complex/high value assets. Options available are as follows:

- Option 1 - Use internal resources to develop and implement the disposal strategy
- Option 2 – Use internal resources to manage the process but appoint external specialists to deal with the operational aspects of disposal.

2.3.2 This report recommends that Option 2 is pursued and that the Council seeks external support from organisations with a successful track record of developing and implementing asset strategies and disposals across a range of asset types, values, and geography.

2.3.3 The specialist's key tasks would include:

- Analysis of local market needs
- Option appraisal for all land and buildings currently owned by the Council
- Advising on how best to dispose of Council assets in a way that that delivers expected levels of capital receipts but still represents value for money
- Arranging condition and site surveys
- Advertising land and property for sale
- Proactively identifying and contacting potential purchasers
- Completing due diligence work on prospective purchasers
- Identifying where appropriate potential sub-lease or sale and lease-back arrangements
- Negotiating sale prices, terms and conditions on the Council's behalf
- Undertaking value for money assessments
- Appointing and liaising with legal advisers, valuers etc.
- Liaising with Council officers and reporting to senior management team and elected members as appropriate.

2.3.4 Procurement of these services will be carried out in compliance with:

- the Public Contracts Regulations 2015, including potential use of suitable compliant frameworks
- Council procurement policies, and
- Expenditure Control Panel requirements.

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 Impact on debt charges:

- As at 31 August 2021, the Council's total external borrowing was £760m and its debt charges for 2021/22 are expected to total circa £30m, rising to circa £38m if the current capital programme is implemented as planned. This represents circa 31% of the Council's net revenue budget respectively (although capital spending plans are currently under review).
- The Council is expecting to receive a Capitalisation Direction from the Government in 2021/22 which, unless financed from capital receipts, will increase external borrowing and debt charges even further in future years

- If capital receipts of £200m can be realised by 1 April 2024, and these receipts are used to fund any Capitalisation Directions received, further increases to debt charges could be avoided
- If additional capital receipts of between £200m and £400m can be realised by 1 April 2027, and these additional receipts are also used to repay existing loan debt, debt charges should reduce to between £33m and £23m per annum for 2027/28 and future years ie between 27% and 19% of the current net revenue budget respectively.

3.1.2 This is still significantly higher than the average level of debt charges for unitary authorities, which currently stands at around 15%, but represents a more sustainable position for the Council going forwards.

3.1.3 Disposal costs – fees paid to external consultants will be determined as part of the procurement process, which will evaluate (amongst other things):

- total fees payable as a percentage of asset sale price
- incentivisation arrangements, and
- impact (if any) on revenue budgets.

3.1.4 Other revenue implications – in recent years net rental income from investment properties has not covered the combined cost of operating expenses, debt charges and the (generally adverse) change in market value of these properties. If the Council disposed of its investment properties it would experience, based on current information, a net reduction in revenue costs.

3.2 Legal implications

3.2.1 Local authorities must follow a strict legal framework in relation to disposal of land and property. Under the Local Government Act 1972, it has a statutory duty to sell land at the best price reasonably obtainable, unless it has the express consent of the Secretary of State. A “disposal” includes the sale of the freehold, granting a lease, assigning a lease and/or granting an easement. Entering into option agreements or sale and leaseback contracts are also be deemed to be disposals.

3.2.2 In addition to the general provisions contained in the 1972 Act, open space is subject to further procedural requirements, including a requirement to advertise. Open space includes land laid out as a public garden, used for the purposes of public recreation or disused burial grounds.

3.2.3 The power to dispose of land under the 1972 Act does not apply to any land or property that is being held in trust. Land that has been used as a school or for specific education purposes also has a specific status and there are legal restrictions governing the disposal of playing fields.

3.2.4 For land held within the HRA, local authorities have the power to dispose of land under s.32 of the Housing Act 1985. Secretary of State consent is often required, but there are some general consents that can be relied upon, for example if land or property is being disposed of to provide affordable housing. There are also obligations to consult tenants on certain housing management issues.

3.2.5 In addition to the statutory framework controlling the ability to dispose of land, local authorities are public bodies and must follow a fair process in relation to decision-making. This must include taking account of:

- all relevant information and financial implications
- specific and overarching statutory duties and responsibilities
- the duty to act reasonably and to make decisions in line with Council policies which have been properly approved.

3.2.6 Where land or property is used to deliver services, the Council must take a decision on changing or maintaining its existing service provision before disposing of assets that are used to provide these services.

3.2.7 External support consultants must be procured in compliance with the Public Contracts Regulations 2015, the Council Contract Procedure Rules, and Expenditure Control Panel requirements.

3.3 Risk management implications

3.3.1 No key risks have been identified as a direct result of this report, however:

- Failure to reduce external loan debt could comprise the Council's ability to produce a balanced revenue budget or to provide current levels of Council services in future years, and
- Successful delivery of the proposed Debt Repayment Strategy requires the Council to dispose of a significant number of assets within a relatively short time. This is unlikely to be achieved without external support.

3.3.2 The work streams resulting from this report are all subject to future Cabinet Reports which will fully consider risks and risk mitigation for any specific actions agreed.

3.4 Environmental implications

3.4.1 No environmental Implications have been identified as a direct result of this report. The work streams resulting from this report are subject to future Cabinet Reports which will fully consider all environmental implications.

3.5 Equality implications

3.5.1 No Equality Impact Assessment (EIA) has been carried out at this stage. The work streams resulting from this report and subject to future Cabinet Reports which will fully consider equality implications for residents, communities, partners and stakeholders.

3.6 Procurement implications

3.6.1 Expressions of Interest for external support consultants will proceed in compliance with:

- the Public Contracts Regulations 2015,
- Council procurement policies, and
- Expenditure Control Panel requirements.

- 3.6.2 The Public Contracts Regulations 2015 (PCR) apply to contracts for services (public services contracts) above £189,330. Therefore, the procurement of external resource to develop and implement an asset disposal strategy for the Council must be carried out in compliance with the PCR.
- 3.6.3 The contract must be advertised and procured in compliance with the rules and procedures set out in the PCR, which include calling off from a lawfully procured public framework agreement.
- 3.6.4 Before commencing a procurement procedure, the Council can conduct market consultations with a view to preparing the procurement and informing organisations of their procurement plans and requirements, including seeking or accepting advice from independent experts or authorities or from market participants. This advice can be used in the planning and conduct of the procurement procedure if it does not have the effect of distorting competition and does not result in a violation of the principles of non-discrimination and transparency.
- 3.7 Workforce implications
- 3.7.1 No Workforce Implications have been identified as a direct result of this report. The work streams resulting from this report and subject to future Cabinet Reports will fully consider workforce implications.

4. **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th September 2021
SUBJECT:	Slough Local Plan – Approval of proposed Consultation on the release of Green Belt sites for family housing.
CHIEF OFFICER:	Executive Director of Place
CONTACT OFFICER:	Paul Stimpson, Planning Policy Manager
WARD(S):	All
PORTFOLIO:	Cllr Pavitar Mann, Cabinet Member for Planning and Regulation
KEY DECISION:	Yes
EXEMPT:	No
DECISION SUBJECT TO CALL IN:	Yes
APPENDICES:	A - Part 1 of Proposed Consultation Document.

1 Summary and Recommendations

1.1 This report seeks approval for the consultation on the release of Green Belt land for family housing. The consultation will inform the decision on whether any of the identified sites should be allocated for housing in the new Local Plan.

Recommendations:

Cabinet is requested to resolve that:

- a) The Draft Consultation Document in Appendix A be agreed as the basis for public consultation on the proposed release of Green Belt sites for family housing.
- b) Delegated powers be given to the Executive Director of Place, in consultation with the Cabinet Member for Planning and Regulation, to make minor changes to the document.
- c) Delegated powers be given to the Executive Director of Place, in consultation with the Cabinet Member for Planning and Regulation, to make all of the necessary arrangements for a (minimum) six week public consultation exercise on the proposed release of Green Belt sites for family housing.

Reason: To make progress with the Local Plan for Slough and increase the supply of family housing in Slough.

2 Report

2.1 Introduction

- 2.1.1 The proposal to increase the supply of family housing in Slough to meet local needs supports the delivery of the 5 Year Plan and the following outcomes in particular:
- o Outcome 3: Slough will be an attractive place where people choose to live, work and stay.
 - o Outcome 4: Our residents will live in good quality homes.
- 2.1.2 It also supports the Slough Wellbeing Strategy 2020-2025 and its priority of having strong, healthy and attractive neighbourhoods.

Options considered

- Option 1 – approve the consultation on the release of Green Belt sites for family housing.
Option 2 – consider alternative sites for family housing.

Option 1 is recommended

2.2 **Background**

- 2.2.1 One of the Objectives of the Local Plan is “to meet the Objectively Assessed Housing Need of 893 dwellings within the Borough or as close as possible to where the need arises within a balanced housing market”
- 2.2.2 All the work that we have done has shown that there is a shortage of land for residential development in Slough and a shortage of sites suitable for new family housing in particular. As a result, one of the key components of the proposed Spatial Strategy is to promote the cross-border expansion of Slough to meet unmet housing needs. It is recognised that, because of the lack of any suitable brownfield sites, this would have to take place on Green Belt land.
- 2.2.3 Before we can do this, we have to make sure that we have “left no stone unturned” in our search for housing within the Borough. This means that we have to consider releasing Green Belt sites in Slough for housing. One of the advantages of this is that greenfield sites can provide lower density family housing with a higher proportion of affordable housing than brownfield sites can deliver.
- 2.2.4 As part of the work on the Local Plan both the Issues and Options and Proposed Spatial Strategy consultation documents identified ten sites that could possibly be released from the Green Belt for family housing.
- 2.2.5 In doing so large areas of Green Belt were ruled out as being unsuitable for development. This included the whole of the Colnbrook and Poyle area which was not considered suitable for family housing for environmental reasons and has been identified as part of the “Strategic Gap” in the proposed Spatial Strategy. Nevertheless, the option of building upon “other sites” has been retained for the purposes of the public consultation exercise.
- 2.2.6 These sites have been assessed against a range of planning criteria which include elements of Green Belt policy. It should be noted that they have only been subject to very high level technical and policy assessments at this stage. One of the

purposes of the consultation is to help gather evidence about what other constraints there may be to developing the sites.

- 2.2.7 In order to help inform the consultation, each site has now been given a preliminary “traffic light” assessment to indicate whether they are considered “suitable”, “possible” or “unsuitable” for housing development. The results of this are shown below:
- 2.2.8 The main reason for coming to these preliminary conclusions about the sites, which are shown in the map below, are as follows:
- 2.2.9 The development of **St Anthony’s Field** would have a significant visual impact upon the small gap between Slough and Farnham Royal resulting in the merging of the two settlements. It would also have an impact upon the adjoining Conservation Area. It is for these reasons that the site is considered to be “**unsuitable**” for housing development.
- 2.2.10 Building upon part of **Bloom Park** would result in the loss of public open space. This is considered to be sufficient reason to make this an “**unsuitable**” site for housing development.
- 2.2.11 The site **North of Muddy Lane** is part of the Singh Sabba sports centre playing field . The site consists of a strip of land along the Stoke Road frontage which is not delineated on the ground in any way. This, and the loss of private open space, is considered to make this an “**unsuitable**” site for housing development.
- 2.2.12 The **land east of Market Lane** is part of the Colne Valley Park and forms part of the Strategic Gap between Slough and greater London. It is very visible with no clearly defined boundary. As a result any development could be described as “sprawl”.
- 2.2.13 The site was identified for possible housing development in the Slough Northern Extension study produced by Atkins in 2017. It also forms part of the area of search for major housing development in the Wider Area Growth Study which is being produced by Stantec. As a result it remains as a “**possible**” housing site but it is considered that it should only come forward as part of a wider comprehensive development where a full mitigation package can be provided. This will include the necessary infrastructure to make the development sustainable and include compensatory improvements to the environmental quality and accessibility of the remaining Green Belt land.
- 2.2.14 The **land south of Blenheim Road** is adjacent to the recent Kings Reach housing development which was released from the Green Belt for housing development in the 2004 Local Plan for Slough. One of the reasons why the proposed site was not allocated for housing at that time was that it formed part of the designated Ditton Park Historic Park and Garden. Any harm or loss of a designated heritage asset such as a registered park and garden should require exceptional, clear and convincing justification.
- 2.2.15 The site is not in the same ownership as the rest of the park and has no discernible historic features. As a result it remains as a “**possible**” housing site provided heritage objections can be overcome with suitable mitigation. There are no fundamental policy objections to the development of the cluster of sites around Wexham Park Hospital. Land to the south was released from the

Green Belt in the 2004 Local Plan and the three proposed sites would result in the rounding off of development in the area.

- 2.2.16 As a result **Wexham Park Hospital School of Nursing site, Wexham Street; Land to the rear of Opal Court Wexham Street; and Land east of Wexham Park Hospital** are considered to be “**suitable**” for housing development. **Land east of Rochfords Gardens** is a natural infilling site because it is surrounded by development on three sides. It is field with no intrinsic qualities. As a result it is considered to be a “**suitable**” site for housing development.
- 2.2.17 The **land at Upton Court Farm** is a partly underutilised site close to the centre of Slough. It has a number of buildings on the northern side fronting Upton Court Road and is well contained. As a result, on balance, this is considered to be a “**suitable**” site for residential development.
- 2.2.18 It is recognised that the fact that all of these sites are within the Green Belt remains the biggest policy constraint to development. Government policy attaches great importance to Green Belts which are intended to prevent urban sprawl by keeping land permanently open. This means that Green Belt boundaries should only be altered through the preparation of plans where there are “exceptional circumstances” which are “fully evidenced and justified”. The NPPF states that, before green belt boundaries are redrawn, an authority must demonstrate that it has “examined all other reasonable options for meeting its identified need for development”, including making use of brownfield land, increasing the density of existing settlements and exploring whether neighbouring authorities can help meet its needs. How this has been done is explained in Section 7 of Appendix A.
- 2.2.19 The final decision as to whether the necessary “exceptional circumstances” exist to justify allocating any of these sites for family housing will have to be made when the final version of the Local Plan is produced. This will be able to take account the results of public consultation and all other factors in determining whether there are the necessary exceptional circumstances to justify the release of Green Belt land for housing. This “publication” version of the plan will be the subject of a further round of public consultation before it is submitted for an examination by the Planning Inspector.
- 2.2.20 Details of the proposed consultation exercise have not yet been finalised but it will take place over a six week period before Christmas. It is envisaged that a full range of consultation methods will be used including holding public meetings if this is permitted. Delegated powers are therefore being sought to finalise the arrangements for the public consultation and make minor changes to the consultation document.
- 2.2.21 A draft of part 1 of the proposed consultation document is included in Appendix A. Part 2 will contain a more detailed assessment of each site.

3. Implications of the Recommendation

3.1 Financial implications

The proposed consultation will cost around £15k which can be met from the existing Local Plan consultation budget. This will cover the extension of the contract for the Citizen Space consultation hub which will then continue to be available for any

consultations that the Council carries out. It will also cover the cost of all publicity material and consultation events.

3.2 Legal implications

Under Section 13 of the Planning and Compulsory Purchase Act 2004 the Council must keep under review the matters which may be expected to affect the development of their area or the planning of its development. As part of this there is a statutory requirement to produce a Local Plan which has to be the subject of public consultation. Local Plans are required to make sufficient provision for housing. Failure to meet the legal requirements or the tests of soundness would mean that the plan could not be adopted.

3.3 Risk management implications

The Local Plan is a Council Gold Project which means that the progress and risks associated with its preparation are regularly reported and assessed.

3.4 Environmental implications

The environmental impact of developing the proposed sites for housing has been included within the individual site assessments. A Sustainability Appraisal has also been produced which will also be the subject of public consultation.

3.5 Equality implications

There is a duty to carry out an Equalities Impact Assessment of proposals and policies. An initial assessment of the proposed release of Green Belt sites for family housing has shown that in general this would have a positive impact upon people in housing need, particularly those needing affordable family housing. Following consultation, a more detailed EIA will be undertaken and the results will be taken into account in decisions about the Local Plan.

4. **Background Papers**

Review of the Local Plan for Slough Issues and Options Consultation Document (2017)

Local Plan for Slough – Proposed Spatial Strategy Consultation Document (2020)

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Appendix 1: PROPOSED RELEASE OF GREEN BELT LAND FOR FAMILY HOUSING

A1. Introduction

A1.1 The text below is the outline draft for the first part of the Consultation document referred to in the Cabinet Report. The final document layout and appearance will coordinate with the Spatial Strategy Consultation document released last year.

A1.2 The section here sets out the context and purpose of the consultation. The second part, yet to be finalised, will contain site specific details such as initial site assessment criteria to inform their suitability. The decision to include the incomplete text was made by the Local Plan Board in August, so the team can progress with agreement in principle ahead of the more detailed proposals being available.

A1.3 The Consultation will include a set of questions to guide responses. These will be about:

- Site selection methodology
- Individual sites
- Any other Green Belt sites
- Alternatives to Green Belt releases
- Whether there are “exceptional circumstances” to justify the loss of Green Belt

A1.4 Formal representations require minimum contact details to show they are legitimate and enable them to be followed up, but general comments can be submitted. For more detail please see the Cabinet Report.

A2 Draft text

PROPOSED RELEASE OF GREEN BELT LAND FOR FAMILY HOUSING

FOREWARD

CONTENTS

1 About this Consultation

1.1 The Council is consulting people about the proposal to release some sites in Slough from the Green Belt so that they can be developed for family housing. As a result we would like your views as to whether the ten sites that we have identified are suitable for housing.

1.2 It is recognised that Green Belt boundaries should be permanent and so we would also like your views as to whether the necessary “exceptional circumstances” exist to justify building upon Green Bet land.

1.3 It should be noted that this consultation is only about the possible release of land for housing. Any proposals for the use of Green Belt land for any other purpose will be considered at a later date as part of the Local Plan process.

1.4 The consultation period runs for 6 weeks from ??? to ???. All responses must be received before the close of the consultation at 5pm.

1.5 If possible responses should be submitted using the online form at www.slough.citizenspace.com

1.6 Those not using the online form should submit representations:

- Via email to planningpolicy@slough.gov.uk
- Via post to: Planning Policy (GB), Slough Borough Council, Observatory House, 25 Windsor Road, Slough SL1 2EL

1.7 If you have any queries relating to the consultation please contact the Planning Policy team using the contact details above.

2 Why are we consulting about releasing Green Belt for family housing?

2.1 All Council’s have a duty to produce a Local Plan which contains proposals and policies for the future spatial planning of the area. We are in the process of producing one for Slough which will cover the period up to 2040.

2.2 One of the Objectives of the Local Plan is “*to meet the Objectively Assessed Housing Need of 893 dwellings within the Borough or as close as possible to where the need arises within a balanced housing market*” Although the precise number may vary (currently 864) it is clear that there is a genuine need for more housing in Slough.

2.3 All of the work that we have done on the Local Plan through the *Issues and Options* and *Proposed Spatial Strategy* consultations has shown that there is a shortage of land for residential development in Slough and a shortage of sites

suitable for new family housing in particular.

2.4 As a result we have been trying to promote “*the cross border expansion of Slough to meet unmet housing needs.*” In practise this would involve the development of Green Belt land in adjacent Council areas. The Planning Process places a ‘Duty to Co-operate’ on all parties involved to address the matter.

2.5 As part of this process we have to make sure that we have “left no stone unturned ” in our search for deliverable housing sites within the Borough. This means that we have to first consider releasing Green Belt sites in Slough for housing before asking our neighbours to meet some of Slough’s need.

2.6 One of the advantages of this is that greenfield sites have more ‘financial viability’ to provide lower density family housing with a higher proportion of affordable housing than brownfield sites can deliver. Because of the importance of Green Belt, Sites can only be released from the Green Belt through the Local Plan process which is explained below.

3 The Local Plan for Slough

3.1 The starting point for the preparation of the Local Plan for Slough (2016 – 2040) was the *Issues and Options* consultation which took place in 2017. This identified a number of options for development. One of these was Option H: “The release of Green Belt land for housing”. There were a number of objections to the principle of the loss of Green Belt land and to the ten possible sites that were identified in the consultation document.

3.2 The main conclusion from the consultation was that there were no reasonable options, or combination of options which could accommodate all of Slough’s housing and employment needs within the Borough.

3.3 An “emerging” proposed Spatial Strategy was agreed in 2018 which took this into account. One of the main focuses of this was how the Local Plan could accommodate the proposed expansion of Heathrow with a third runway as this had a significant impact on land use in Colnbrook and Poyle in the east of the Borough.

3.4 Once it became clear that the proposed third runway was not going to go ahead in the short to medium term, a revised *Proposed Spatial Strategy* was produced. This was the subject of public consultation in November 2020.

3.5 This proposed to deliver most of the necessary growth through the major comprehensive redevelopment of the “centre of Slough”. Another component of the Strategy involved “*selecting other key locations for appropriate sustainable development.*” Part of this could involve green field or Green Belt land being released for housing.

3.6 The same ten possible sites from the Issues and Options document were identified for consultation. No details or assessments were included at this stage and it was made clear that further consultation would have to take place before any proposals could be made to release sites from the Green Belt for housing.

3.7 It was also suggested that any decision would have to take account of the results of Part 2 of the Wider Area Growth Study which is assessing the potential for developing major sites for housing in and around Slough.

3.8 One of the questions asked in the Spatial Strategy consultation was “*If you think that more homes should be built in Slough to meet local needs where should it be?*”. There was a range of responses but only around 10% of respondents thought that Green Belt sites on the edge of Slough should be released for housing. There were also objections to the specific sites that were identified in the consultation. At the same time only around 40% of respondents thought it was appropriate to plan for a shortfall of housing in Slough and promote the cross border expansion instead.

4 Why is there a need for more housing in Slough?

4.1 The Government requires Local Plans to make sufficient provision for housing (including affordable housing), employment, retail, leisure and other commercial development. (NPPF para 20) to meet the needs of the population over the long term.

4.2 The Government puts particular emphasis upon meeting housing needs and has produced a “standard” methodology for calculating what they are in each Local Plan area using household projections and an ‘affordability ratio’. This produces a need for an average of 864 dwellings a year in Slough.

4.3 The Spatial Strategy Consultation Document (November 2020) identified that the proposed Strategy could result in a shortfall of 5,000 homes in Slough. This was based upon a slightly higher annual need figure of 893 and the supply of housing sites identified in April 2020.

4.4 The most recent annual housing figures have reduced need in Slough slightly, and some new sites have been identified, but the rate of house building has remained low with just 501 completions last year. In addition, as a result of responses to the public consultation, it has been acknowledged that the end of the Local Plan period needs to be extended from 2036 to 2040. This means that another four years supply of housing has to be found.

4.5 The Housing Trajectory includes sites that have been built in the first five years of the plan, sites with planning permission, allocations and sites that could potentially be developed for residential use. The latest version identifies around 12,000 dwellings mostly in flatted development. This is well below the number

needed to meet the objectively assessed housing need over the Local Plan period up to 2040 as shown in Table x below.

Table x Housing Supply Calculations

[INSERT MOST UP TO DATE CALCULATION before publication]

4.6 As a result it is clear that there will continue to be both a shortfall of housing supply and the provision of family housing in Slough over the Plan period which requires us to consider the release of Green Belt land to try to reduce this.

5 Why is there a need for more family housing in Slough?

5.1 There is currently a mismatch between the type of housing that is needed to meet the needs of Slough residents and the type of new housing that is being built. This is resulting in overcrowding, people living in unsuitable accommodation and families having to move out of the Borough. As a result it is difficult to create a stable balanced community and the Local Plan Objective of enabling people to be able to “stay” in Slough if they want to. .

5.2 In addition to meeting the overall numbers, paragraph 62 of the NPPF states that “the size, type and tenure of housing needed for different groups in the community should be assessed and reflected in planning policies. In order to do this a Local Housing Needs Assessment was produced by GL Hearn in October 2019 on behalf of Windsor & Maidenhead, South Bucks and Slough.

5.3 This showed that for market housing in Slough, the overwhelming requirement was for larger units with a need of 57% of the supply as 3 bedroomed houses and 20% as 4 or more bedroomed houses. The need for larger affordable housing for rent was not as high, but still constituted 29%.

5.4 Monitoring shows that around 80% of the dwellings built in Slough in the first five years of the Plan period were flats. Looking forward only around 6% of dwellings with planning permission are for houses..

5.5 This is reflected in research which has shown that the average size of residential properties built in Slough over the last three years is 68m² which is almost half the size of those built in South Bucks which is 132m². This is despite the fact that the average household size in Slough (2.8) is higher than South Bucks (2.6) It also helps to explain why Slough has some of the highest levels of overcrowding with each person having on average 27.2 m² of space compared to an average of 36.5m² in other towns and cities.

5.6 In order to address this problem the Core Strategy and proposed Spatial Strategy seeks to protect the existing stock of family accommodation by preventing the redevelopment or subdivision of housing for flats. This will not meet demand and so there needs to be an increase in the supply of new family homes.

6 Is there a need for more affordable housing in Slough?

6.1 Slough has a significant shortage of affordable housing. In March 2021 there were 1,911 households on the Council's Waiting List. Whilst only around 10% of these need 4 or 5 bedroomed houses, there is an extreme shortage of these larger homes with very few becoming available to rent. Indeed in 2020/21 only four units of this size were able to be let to new tenants which means that these large households can have up to a 5 year wait to get the accommodation that they need.

6.2 Paragraph 34 of the NPPF states that Local Plans should set out the types and level of affordable housing that is needed. Core Policy 4 of the Core Strategy states that all sites with 15 or more dwellings will be required to provide between 30% and 40% of the dwellings as social rented along with other forms of affordable housing. It has not, however, been possible to obtain this level of affordable housing on sites because development will only proceed if it is viability and a developer can make a reasonable return on investment. As a result we have had to grant planning permission on some brownfield sites which have not provided any affordable housing at all.

6.3 This has resulted in an average of around 50 affordable units a year being provided during the first five years of the Local Plan period. Previous peak building rates for affordable housing has happened when there has been a supply of greenfield land.

6.4 Viability is much less of an issues when developing greenfield sites because they do not have the same existing use value and the cost of building can be lower than on previously developed sites. As a result it would be possible to obtain a much higher proportion of affordable housing upon any sites that are released from the Green Belt . And in addition there is more opportunity for those homes to be family housing.

6.5 The NPPF also requires plans to identify land for self or custom build homes. The Self Build Register in Slough currently has requests for a building plot from over 200 people. It is not possible to allocate plots for self build within flatted schemes and so the only opportunity for doing this is likely to be on greenfield sites where houses rather than flats are being built. More recent Government Policy is requiring the provision of a new type of affordable housing called 'First Homes'. The initial implications of that will also need to be assessed and integrated.

6.6 As a result it can be seen that there is a need for a more balance housing market in Slough which meets one of the main aims of the Local Plan which is to make it a place where people want to "work, rest, play and stay".

7 Are there any alternatives to releasing Green Belt land for housing?

7.1 Paragraph 141 of the NPPF states that before concluding that exceptional circumstances exist to justify changes to Green Belt boundaries, the strategic policy-making authority should be able to demonstrate that it has examined fully all other reasonable options for meeting its identified need for development.

7.2 As a result it is necessary to demonstrate whether the Local Plan strategy:

- a) Makes as much use as possible of suitable brownfield sites and underutilised land;
- b) Optimises the density of development in line with the policies in chapter 11 of the Framework, including whether policies promote a significant uplift in minimum density standards in town and city centres and other locations well served by public transport;
- c) Has been informed by discussions with neighbouring authorities about whether they could accommodate some of the identified need for development.,

7.3 These matters have been considered through the Issues and Options consultation (2017) and the consultation on the Spatial Strategy (2020). The key conclusion from the Issues and Options consultation was that there was no reasonable option, or combination of options that could accommodate all of Slough's needs within the Borough boundary.

7.4 Taking this into account the proposed Spatial Strategy has the following key components:

- ***Delivering major comprehensive redevelopment within the “Centre of Slough”***
- ***Selecting*** other key locations for appropriate *sustainable* development;
- ***Enhancing*** our distinct suburbs, vibrant neighbourhood centres and environmental assets;
- ***Protecting*** the “Strategic Gap” between Slough and Greater London;
- ***Promoting*** the cross border expansion of Slough to meet unmet housing needs.

7.5 A large proportion of the proposed growth will take place in the Centre of Slough. The rest of the town is already highly developed. The need to retain Existing Business Areas means that it has not been possible to identify very many selected key locations for major housing development. There is a shortage of public open space and so it is not proposed to identify any more of this for development.

7.6 The only other scope for major new housing would be to redevelop the suburban housing areas. The Spatial Strategy does not propose to do this because of the need to promote healthy, inclusive and safe communities and retain the existing stock of family housing. The “Protecting the Suburbs” report (2020) showed why it was not practical, viable, sustainable or desirable to allow any of the family housing to be lost.

7.7 As a result it can be demonstrated that there is no suitable underutilised major brownfield land in Slough that hasn't already been identified for housing and optimum use is being made of the existing housing stock.

7.8 Paragraph 125 of the NPPF states that where there is an existing or anticipated shortage of land for meeting identified housing needs, it is especially important that planning policies and decisions avoid homes being built at low densities, and ensure that developments make optimal use of the potential of each site. As a result it states that Local Plans should include minimum density standards for town centres which should seek a significant uplift in the average density of residential development.

7.9 The Core Strategy sets out an indicative density range for different location in Slough. This states that densities should be between 35 and 55 dwellings per hectare in the suburban areas, between 40 and 75 dwellings per hectare in the urban areas and above 70 dwellings per hectare in the town centre.

7.10 Development within the Centre of Slough has significantly exceeded this density with some schemes up to ten times higher than the minimum. Whilst these very high densities have delivered the maximum number of dwellings possible they have not produced the range of housing that is required in Slough.

7.11 Part of the Spatial Strategy involves promoting the cross border expansion of Slough to meet unmet housing needs. Discussions with neighbouring authorities about meeting some of Slough's unmet housing need have not so far been very successful. One of the reasons is that this would also involve releasing Green Belt land for housing.

7.12 As a result it can be seen that the proposal to release Green Belt land in Slough for family housing has been brought forward as a last resort after making as much use as possible of brownfield sites, optimising the density of development and exploring the possibility of building outside of the Borough.

8 How have the possible housing sites been selected?

8.1 The ten sites that could possibly be released from the Green Belt were first identified in the Issues and Options consultation document (2017).

8.2 This noted that the largest area of Green Belt in the Borough is in Colnbrook

and Poyle. This was not considered suitable for new housing because it is subject to a number of environmental constraints and the Government announced its support for a third runway in this location which makes it even less appropriate for housing.

8.3 The area of Green Belt south of the M4 in Slough was considered unsuitable for housing development because it contained the Jubilee river and the sewage works as well as having poor access and is mostly liable to flood.

8.4 A number of other pockets of Green Belt were also scoped out because they were not considered suitable for residential development for a variety of reasons such as their existing land use (eg education, cemetery, allotment, utility infrastructure, public open space); fundamental constraints such as flood risk or designated ecological value, or major utilities underground.

8.5 As a result, the ten possible sites identified in the Issues and Options consultation were:

- St Anthony's Field, Farnham Road;
- Wexham Park Hospital School of Nursing site, Wexham Street;
- Land to the rear of Opal Court Wexham Street;
- Land east of Wexham Park Hospital;
- North of Muddy Lane, Stoke Poges Lane;
- Land east of Rochfords Gardens;
- Bloom Park (part of), Middlegreen Road;
- Land East of Market Lane;
- Land south of Castlevue Road (south of Bleheim Rd)
- Upton Court Farm; Upton Court Road

8.6 It should be noted that no detailed work was carried out about possible constraints to the development of the sites. The consultation document also recognised that they could be subject to policy constraints. These included Bloom Park being public open space, the Castlevue site being part of an Historic Park and Garden, Market Lane being within the Colne Valley Park and Strategic Gap and St Anthony's Field having a role in the prevention of the coalescence of settlements.

8.7 The Spatial Strategy consultation document (2020) included the same ten sites as potential housing sites. It should be noted that the site south of Castlevue Road was renamed as being south of Blenheim Road since this is a more accurate description of its location. No further assessments of these sites had been carried out at this stage and the document reiterated that consideration would have to be given to strategic policies and local designations.

8.8 No new possible "Omission" housing sites within Green Belt were identified through the Spatial Strategy consultation exercise apart from some in the Colnbrook and Poyle area. As a result these ten sites have been brought forward for

assessment as part of this consultation exercise.

8.9 One of the key elements of the proposed Spatial Strategy was “protecting the Strategic Gap between Slough and Greater London”. As a result the assumptions about not building any housing in the Colnbrook and Poyle area remained. This strategy would also effectively safeguard land from being developed which could be needed for the expansion of the airport in the future.

8.10 As a result no possible housing sites have been identified in the Colnbrook and Poyle area in this consultation document. Any comments upon this would be welcomed and any proposals that do come forward for the release of sites from the Green Belt will be considered against the criteria for site selection.

9 What criteria will be used for deciding which Green Belt sites could be released for housing?

9.1 There are a number of factors that have to be taken into account in deciding whether sites are suitable for housing or not. Some of these relate to Green Belt factors others do not as explained below.

Green Belt Considerations

9.2 All of the sites that have been identified as possible housing sites are in the Green Belt. Paragraph 137 of the National Planning Policy Framework (NPPF) states that the Government attaches great importance to Green Belts and that the fundamental aim of Green Belt policy is to prevent urban sprawl by keeping land permanently open. It is considered that all of the sites continue to have a Green Belt function and so have to be judged against Green Belt policy.

9.3 Paragraph 138 of the NPPF explains that the Green Belt serves five purposes:

- a) to check the unrestricted sprawl of large built-up areas;
- b) to prevent neighbouring towns merging into one another;
- c) to assist in safeguarding the countryside from encroachment;
- d) to preserve the setting and special character of historic towns; and
- e) to assist in urban regeneration, by encouraging the recycling of derelict and other urban land.

9.4 Not all of these are relevant to the sites in Slough but the need to check sprawl and prevent settlements from merging are two of the criteria that can be used for assessing the potential housing sites.

9.5 Paragraph 141 of the NPPF describes some of the beneficial uses of Green Belt land. This includes providing access and opportunities for outdoor sport and recreation as well as retaining landscapes, visual amenity and biodiversity. All of these factors can be included in the site selection process.

9.6 Paragraph 146 of the NPPF gives examples of how Green Belt land can be improved by looking for opportunities to provide access; provide opportunities for outdoor sport and recreation, to retain and enhance landscapes, visual amenity, biodiversity; or to improve damaged and derelict land. The potential impact upon any of these existing features can also be used as part of the site selection process.

9.7 Finally Paragraph 145 of the NPPF states that where it has been concluded that it is necessary to release Green Belt land for development, plans should give first consideration to land which has been previously developed and/or is well served by public transport. They should also set out ways in which the impact of removing land from the Green Belt can be offset through compensatory improvements to the environmental quality and accessibility of remaining Green Belt.

Other Site Selection Criteria set out in the National Planning Policy Framework

9.8 There are a number of other factors that have to be taken into account in order to ensure that any proposed development is sustainable. Paragraph 11 of the NPPF sets out the basic principle that:

“all plans should promote a sustainable pattern of development that seeks to: meet the development needs of their area; align growth and infrastructure; improve the environment; mitigate climate change (including by making effective use of land in urban areas) and adapt to its effects”.

9.9 Paragraph 99 of the National Planning Policy Framework (NPPF) states that existing open space, sports and recreational buildings and land, including playing fields, should not be built on unless they are surplus or being replaced with better provision.

9.10 Paragraph 110 of the NPPF states that in allocating sites for development in plans, it should be ensured that there are appropriate opportunities to promote sustainable transport modes and a safe and suitable access to the site can be achieved.

9.11 Paragraph 159 of the NPPF states that inappropriate development, such as housing, should be avoided in areas at risk of flooding.

9.12 Paragraph 175 of the NPPF states that plans should allocate sites with the least environmental or amenity value. This should be achieved by protecting and enhancing valued landscapes, sites of biodiversity or geological value and soils and recognising the benefits of the best and most versatile agricultural land, and of trees and woodland(174).

9.13 Paragraph 189 of the NPPF explains that Heritage assets, including sites and buildings of local historic value, should be conserved in a manner appropriate to their

significance.

Paragraph 212 of the NPPF states that Local Planning Authorities should not permit other development proposals in Mineral Safeguarding Areas if it might constrain potential future use for mineral working .

Local Planning Policies

9.14 Existing and emerging local planning policies reflect those set out in the NPPF. There are, however, some additional strategic designations which need to be taken into account. The most important are the policies in the Core Strategy and emerging Spatial Strategy which seek to protect the “Strategic Gap” between Slough and Greater London and the Colne Valley Regional Park.

9.15 The site selection process also has to take account of one of the elements of the proposed Spatial Strategy which is to promote the cross border expansion of Slough to meet local housing needs. This will be informed by the Wider Area Growth Study which was originally jointly commissioned by Windsor & Maidenhead, South Bucks and Slough. Part 2 of this study, which is being carried out by Stantec, is due to be published in the coming months.

9.16 The Spatial Strategy also seeks to safeguard the proposed third runway at Heathrow which remains as Government policy as set out in the Airports National Policy Statement.

Conclusion

9.17 All the above criteria have been taken into account in coming to our initial conclusions about the suitability of sites for development for family housing. Full details of the site selection criteria and how they have been applied to individual sites are set out in Part 2 of the report.

9.18 One of the purposes of this consultation is to seek views as to whether the correct criteria has been used to assess the sites, and the weight given to them is appropriate and suitable (see question [insert ref. xx]).

10 Sustainability Appraisal

10.1 All elements of the Local Plan have to be informed throughout is preparation by a Sustainability Appraisal. This demonstrates how the plan has balanced the relevant economic social and environmental objectives and considered alternative options which could reduce significant adverse impacts upon these objectives.

10.2 An addendum to the Sustainability Appraisal of the Proposed Spatial Strategy has been produced which considers the proposed Release of Green Belt Sites for Family Housing. This does not assess individual sites at this stage but assesses the

extent to which the principle of developing greenfield sites to meet local housing needs meets the Sustainability Objectives. As a result this can be used to inform the decision making process.

10.3 The Sustainability Appraisal Report is available to view and comment upon and will be subject to public consultation for a six week period as part of the overall consultation exercise.

10.4 An Equalities Impact Assessment will also be available.

11 What are the initial conclusions?

11.1 All of the sites have been subject to a high level assessment against the criteria identified above. It should also be noted that further detailed technical assessments will be needed. One of the purposes of the consultation is to help gather evidence about what other constraints there may be to developing the sites.

11.2 All of the sites constitute an extension of the existing urban area, which are considered to be one of the most sustainable forms of development once all opportunities for the reuse of brownfield land have been used up..

11.3 None of the sites have any particular landscape value and there are not subject to any biodiversity or ecological designations. As a result there are no known fundamental constraints to development in these respects but they will have to be subject to detailed surveys

11.4 All of the sites contain potentially developable land that is not constrained by flood risk.

11.5 The key factors which distinguish the sites are the impact upon the wider Green Belt in terms of physical and visual sprawl, the impact upon the coalescence of settlements, the loss of public or private open space and the impact upon historical assets

11.6 In order to help inform the consultation, each site has been given a preliminary “traffic light” assessment to indicate whether they are considered “suitable”, “possible” or “unsuitable” for housing development. Maps of the sites are in the figure 1. The results of this are shown below:

“GREEN” Suitable

- Wexham Park Hospital School of Nursing site, Wexham Street;
- Land to the rear of Opal Court Wexham Street;
- Land east of Wexham Park Hospital;
- Land east of Rochfords Gardens;
- Upton Court Farm;

“AMBER” Possible

- Land East of Market Lane;
- Land south of Blenheim Road

“RED” Unsuitable

- St Anthony’s Field, Farnham Road;
- North of Muddy Lane, Stoke Poges Lane;
- Bloom Park (part of), Middlegreen Road;
- All other areas of Green Belt land

11.7 A detailed assessment of each site is set out in the proformas below but the main conclusions are as follows:

Red - Unsuitable sites

11.8 The development of **St Anthony’s Field** would have a significant visual impact upon the small gap between Slough and Farnham Royal resulting in the merging of the two settlements. It would also have an impact upon the adjoining Conservation Area. It is for these reasons that the site is considered to be “**unsuitable**” for housing development.

11.9 Building upon part of **Bloom Park** would result in the loss of public open space. This is considered to be sufficient reason to make this an “**unsuitable**” site for housing development.

11.10 The site **North of Muddy Lane** is part of the Singh Sabba sports centre playing field. The site consists of a strip of land along the Stoke Road frontage which is not delineated on the ground in any way. This, and the loss of private open space, is considered to make this an “**unsuitable**” site for housing development.

Amber – sites possibly suitable for family housing

11.11 The **land east of Market Lane** is part of the Colne Valley Park and forms part of the Strategic Gap between Slough and greater London. It is very visible with no clearly defined boundary. As a result any development could be described as “sprawl”.

11.12 The site was identified for possible housing development in the Slough Northern Extension study produced by Atkins in 2017. It also forms part of the area of search for major housing development in the Wider Area Growth Study which is being produced by Stantec. As a result it remains as a “**possible**” housing site but it is considered that it should only come forward as part of a wider comprehensive development where a full mitigation package can be provided. This will include the necessary infrastructure to make the development sustainable and include compensatory improvements to the environmental quality and accessibility of the remaining Green Belt land.

11.13 The **land south of Blenheim Road** is adjacent to the recent Kings Reach housing development which was released from the Green Belt for housing development in the 2004 Local Plan for Slough. One of the reasons why the proposed site was not allocated for housing at that time was that it formed part of the designated Ditton Park Historic Park and Garden. Any harm or loss of a designated heritage asset such as a registered park and garden should require exceptional, clear and convincing justification.

11.14 The site is not in the same ownership as the rest of the park and has no discernible historic features. As a result it remains as a “**possible**” housing site provided heritage objections can be overcome with suitable mitigation.

Green – Sites suitable for family housing

11.15 There are no fundamental policy objections to the development of the cluster of sites around Wexham Park Hospital. Land to the south was released from the Green Belt in the 2004 Local Plan and the three proposed sites would result in the rounding off of development in the area.

11.16 As a result **Wexham Park Hospital School of Nursing site, Wexham Street; Land to the rear of Opal Court Wexham Street; and Land east of Wexham Park Hospital** are considered to be “**suitable**” for housing development.

11.17 **Land east of Rochfords Gardens** is a natural infilling site because it is surrounded by development on three sides. It is field with no intrinsic qualities. As a result it is considered to be a “**suitable**” site for housing development.

11.18 The **land at Upton Court Farm** is a partly underutilised site close to the centre of Slough. It has a number of buildings on the northern side fronting Upton Court Road and is well contained. As a result, on balance, this is considered to be a “**suitable**” site for residential development.

Additional general requirements

11.19 A full explanation as to why the sites may or may not be suitable for housing development is set out in the site assessments in part 2 of this document.

11.20 It should be noted that the sites have not been the subject of detailed site technical assessments at this stage. It is recognised that some of them may have access issues and parts of some of them are liable to flood.

11.21 It will also be necessary to show that development of the sites is viable and capable of delivering family and affordable housing in high quality developments.

11.22 All of these issues will have to be resolved before the sites can be considered for allocation for development in the Local Plan.

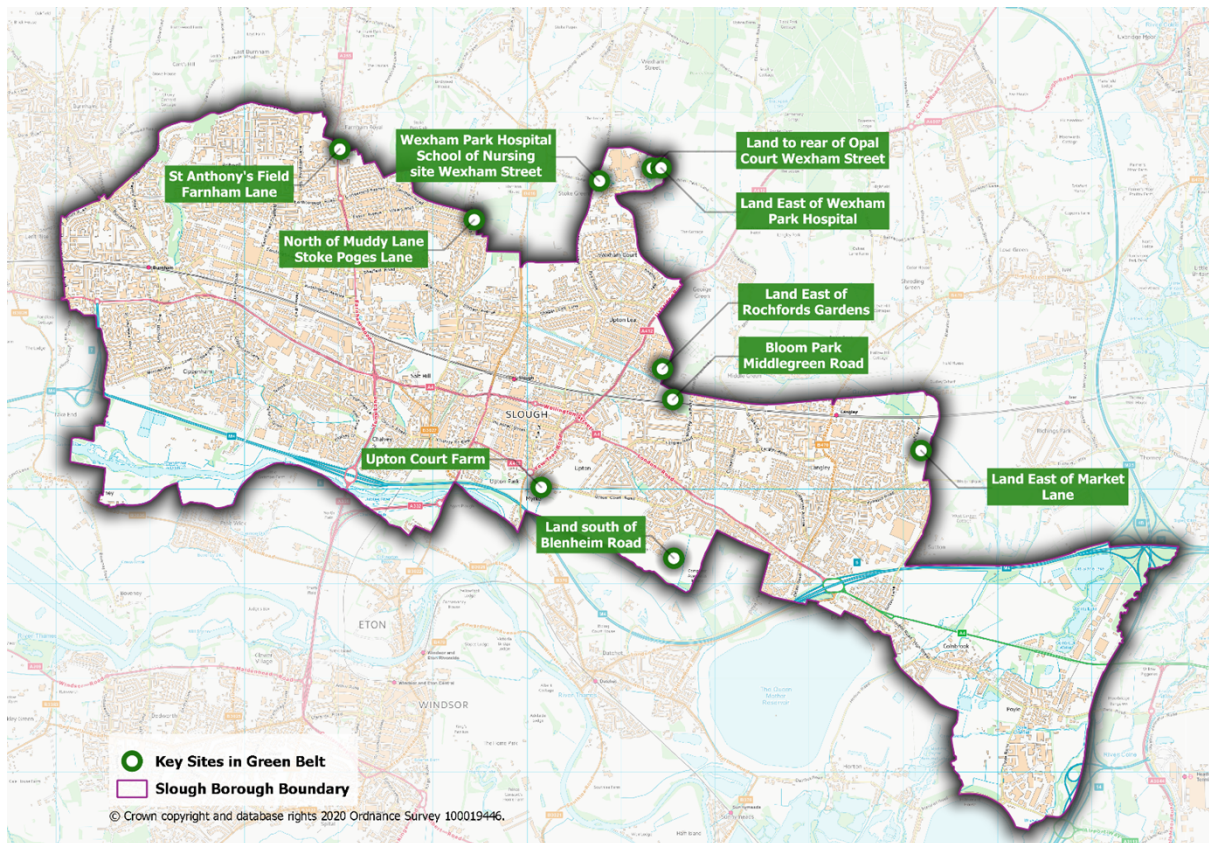


Fig. 1 Plan of proposed Sites to be released from the Green Belt for family housing ; see Part 2 for individual sites

12 What is the process for releasing Green Belt land?

12.1 Although the site assessments have taken account of some elements of Green Belt policy, they have not addressed the fundamental issue of the presumption against inappropriate development in the Green Belt. As a result they will have to be subject to a Green Belt Assessment. This will have to consider the impact upon the Green Belt in terms of the loss of openness and the impact upon the five purposes of having Green Belt which are:

- a) to check the unrestricted sprawl of large built-up areas;
- b) to prevent neighbouring towns merging into one another;
- c) to assist in safeguarding the countryside from encroachment;
- d) to preserve the setting and special character of historic towns; and
- e) to assist in urban regeneration, by encouraging the recycling of derelict and other urban land

12.2 The Government attaches great importance to Green Belts which are to be regarded as permanent. Paragraph 140 of the NPPF states that “Green Belts should only be altered where exceptional circumstances are fully evidenced and justified,

through the preparation or updating of plans”.

12.3 There is no definition as to what constitutes “exceptional Circumstances” but the Courts have found that “In principle, a shortage of housing land when compared to the needs of an area is capable of amounting to very special circumstances”.

12.4 The final decision as to whether it is justifiable to allocate Green Belt sites for housing in Slough will have to be made through the Local Plan process once we have taken into account a number of factors.

12.5 Firstly we will have to consider the response to the public consultation. Secondly we will have to carry out all of the necessary detailed technical work to ensure that the proposed housing can be delivered. Thirdly we will have to compile further evidence, including a detailed updated Housing Capacity Study, to confirm that we have left “no stone unturned” in our search for alternative ways of providing housing, including family housing.

12.6 It will also be necessary to identify ways in which the impact of removing land from the Green Belt can be offset through compensatory improvements to the environmental quality and accessibility of the remaining Green Belt land.

12.7 Finally we will have to decide whether the release of Green Belt land in Slough is the most sustainable form of development for the Local Plan to promote in order to meet the objective of meeting a range of housing needs.

13 Conclusion:

13.1 This consultation document identifies ten sites that have had a high level assessment to indicate if they are suitable to be released from the Green Belt to provide family housing. This forms part of the ongoing work for the Local Plan for Slough.

We have done an initial assessment of the suitability of the sites but would like your views on any aspect of this. We have set out a few questions on the topics below:

[Insert questions]

- Site selection methodology
- Individual sites
- Any other Green Belt sites
- Alternatives to Green Belt releases
- Whether there are “exceptional circumstances” to justify the loss of Green Belt

PART 2 INDIVIDUAL SITE ASSESSMENTS

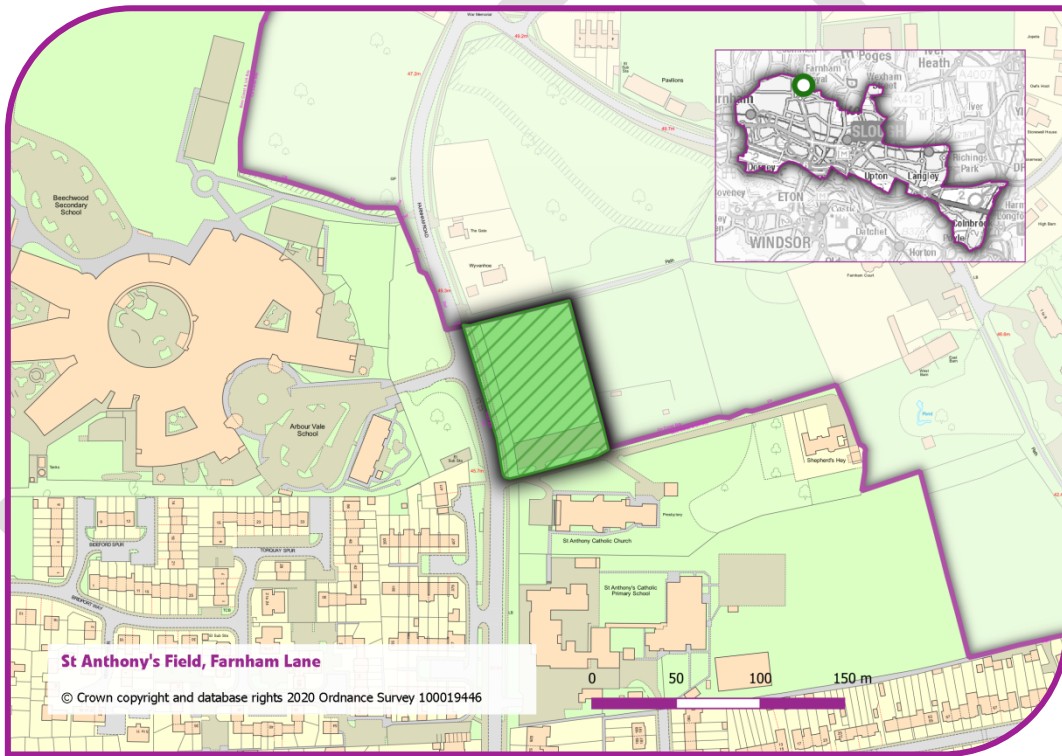
Site Name	Initial rating
1. Wexham Park Hospital School of Nursing, Wexham Street;	Green – Suitable
2. Land to the rear of Opal Court Wexham Street;	Green – Suitable

3. Land east of Wexham Park Hospital;	Green – Suitable
4. Land east of Rochfords Gardens;	Green – Suitable
5. Upton Court Farm;	Green – Suitable
6. Land East of Market Lane;	Amber – Possible
7. Land south of Blenheim Road	Amber – Possible
8. St Anthony's Field, Farnham Road;	Red – Unsuitable
9. North of Muddy Lane, Stoke Poges Lane;	Red – Unsuitable
10. Bloom Park (part of), Middlegreen Road;	Red – Unsuitable
11. All other areas of Green Belt land	Red – Unsuitable

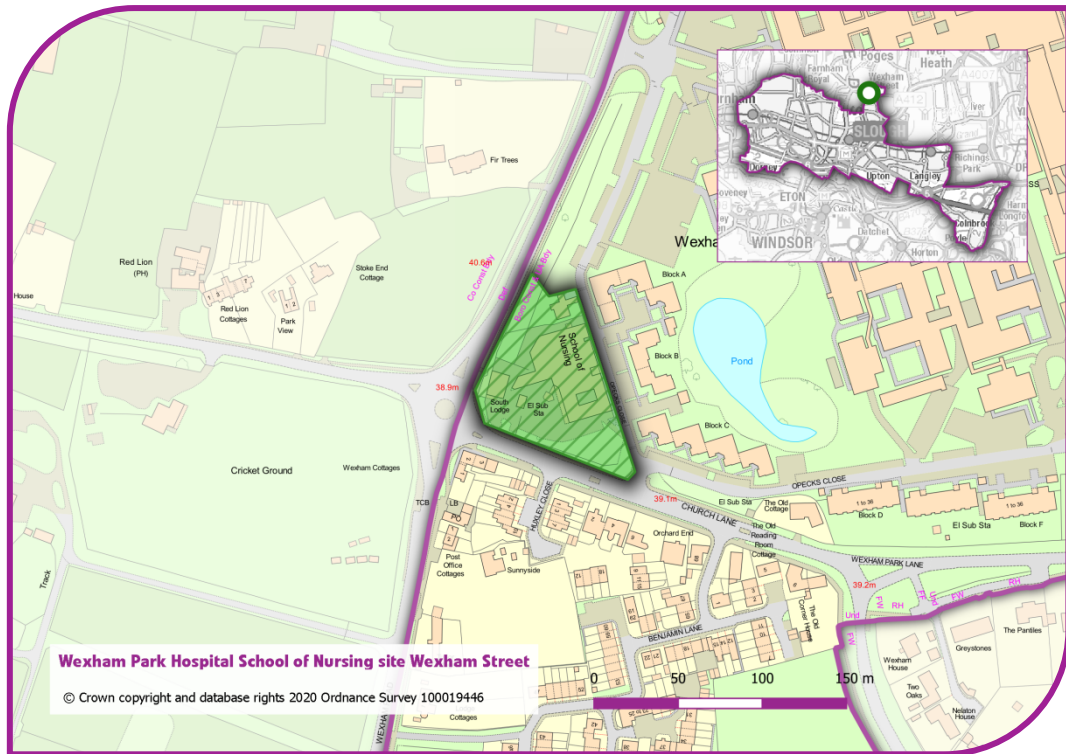
[insert site schedules]

Plans of Site locations and boundaries

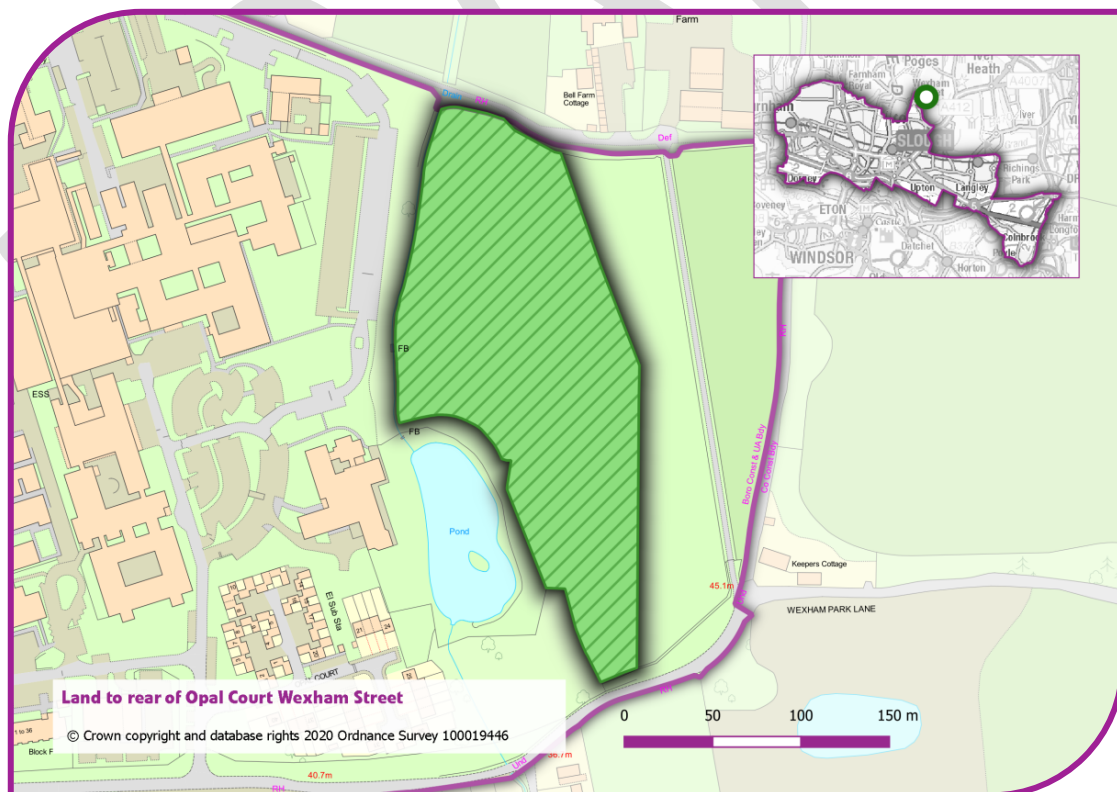
- Site 1 -St. Anthony's Field, Farnham Lane



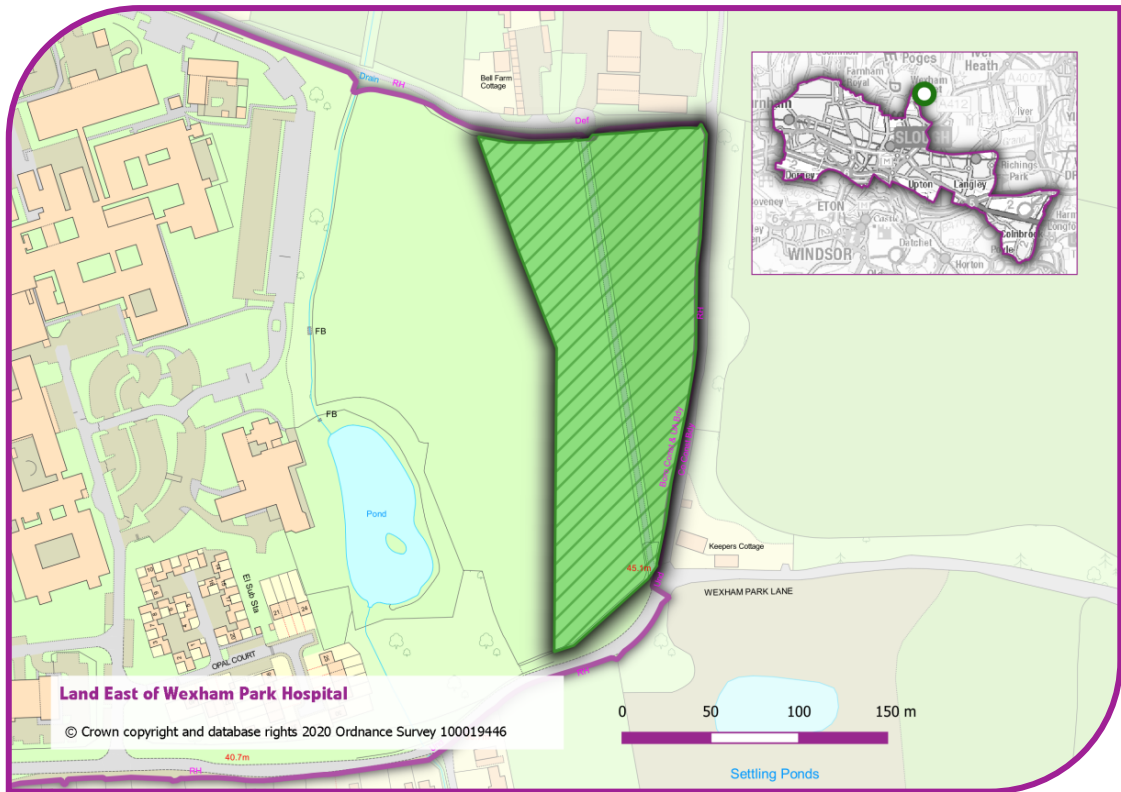
- Site 2 - Wexham Park Hospital School of Nursing site, Wexham Street



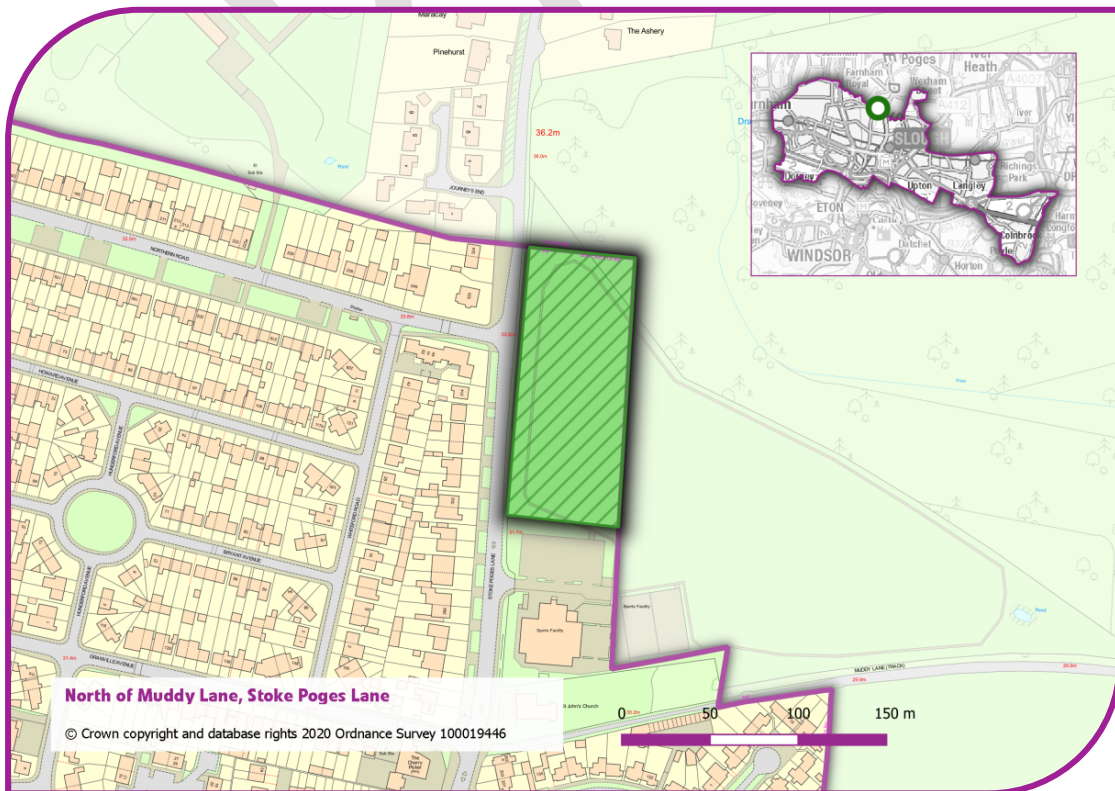
- Site 3 - Land to rear of Opal Court Wexham Street



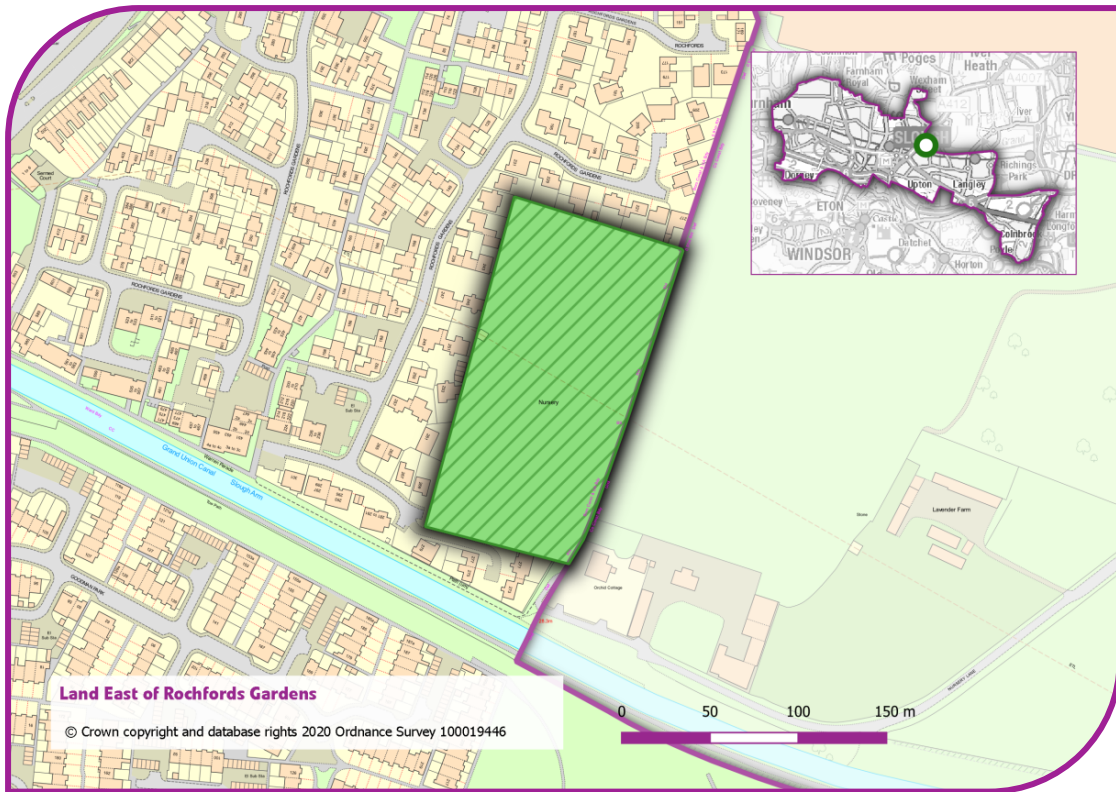
- Site 4 - Land east of Wexham Park Hospital



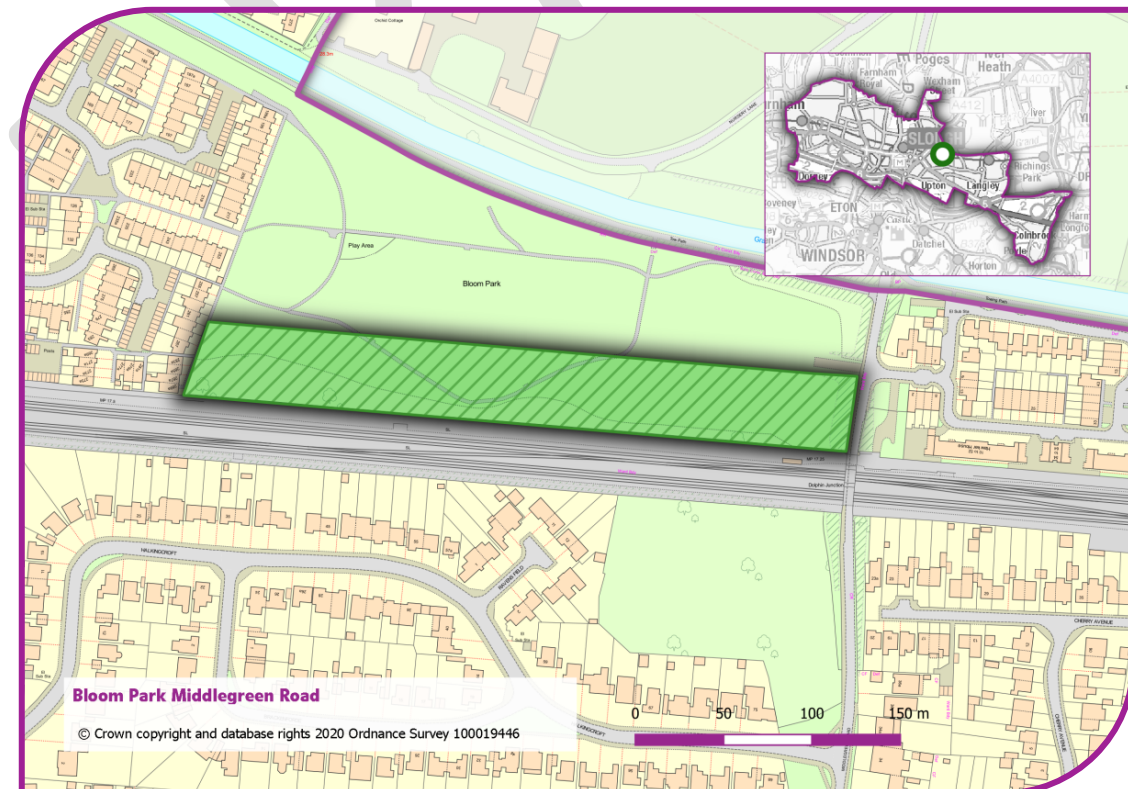
- Site 5 - North of Muddy Lane, Stoke Poges Lane



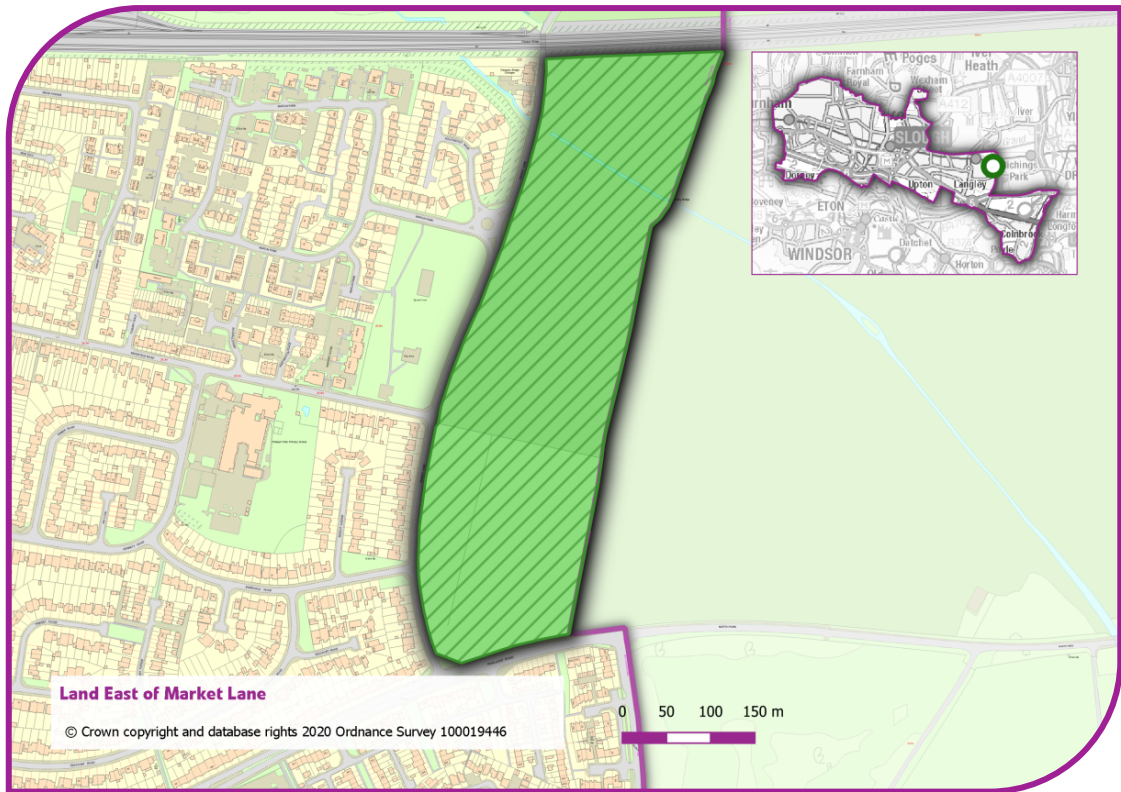
- Site 6 - Land east of Rochfords Gardens



- Site 7 – Part of Bloom Park, Middlegreen Road



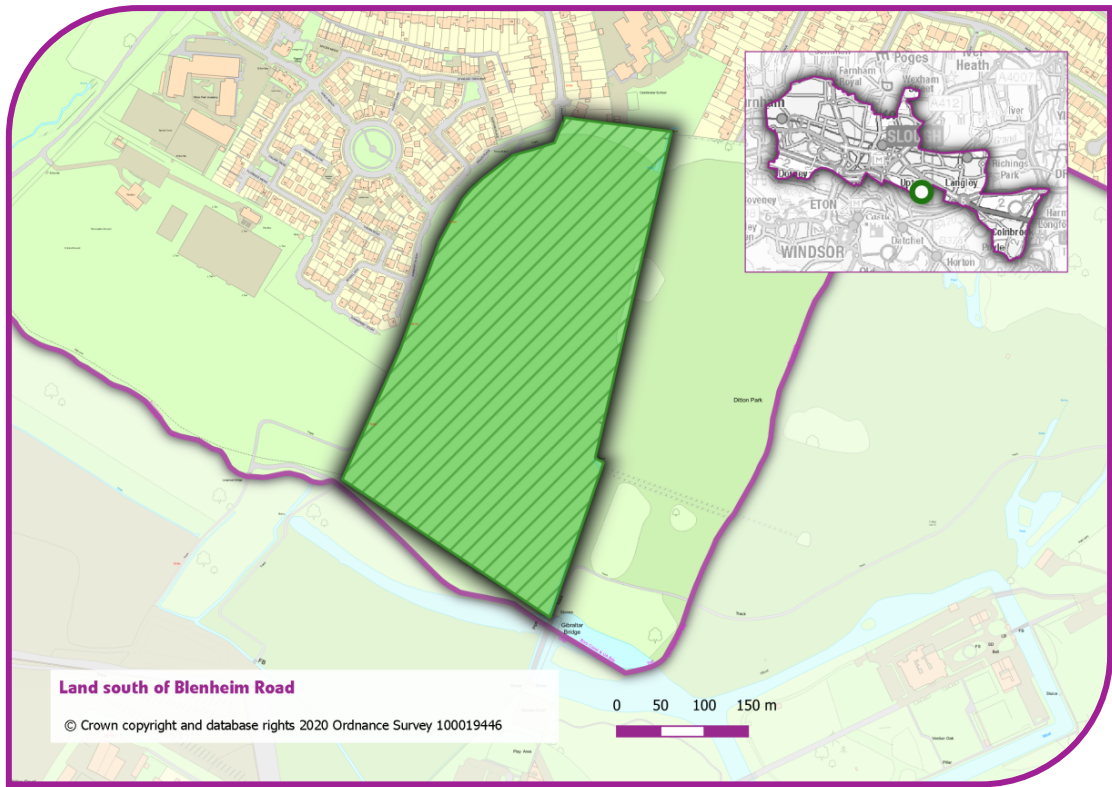
- Site 8 - Land east of Market Lane



- Site 9 - Upton Court Farm



- Site 10 - Land south of Blenheim Road



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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	26 July 2021
SUBJECT:	Covid-19 Decisions Update
CHIEF OFFICER:	Executive Director, Corporate Operations
CONTACT OFFICER:	Nick Pontone, Senior Democratic Services Officer (01753 875120)
WARD(S):	All
PORTFOLIO:	Councillor Carter – Portfolio Holder for Customer Services & Corporate Support
KEY DECISION:	NO
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	Appendix A – Table of significant decisions

1 **Summary and Recommendations**

- 1.1 The purpose of this Report is to inform Cabinet of the further significant decisions taken by officers.
- 2 This report seeks Cabinet ratification of significant decisions at the first available opportunity and will enable the Council to continue to seek to meet its duties to protect public health and to serve the well being of those who live, work and visit its area.

Recommendations:

The Cabinet is requested to resolve:

- (a) That the report be noted; and
- (b) That the Significant Decisions taken by Silver as set out in Appendix A be ratified.

Reason for Recommendation:

To seek ratification by Cabinet of significant decisions taken by officers insofar as they relate to Executive functions.

2. Report

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

The decisions taken by officers and set out in this Report have sought to support, as far as reasonably practicable at the present time, the objectives of the [Slough Joint Wellbeing Strategy](#) (SJWS) and the Five Year Plan.

Options considered

Option 1 – Ratify all the decisions set out in Appendix A.

Option 2 – Do not ratify the decisions and consider an alternative course of action for one or more decisions, noting they have been taken under delegated authority.

Option 1 is recommended.

Background

2.1.1 Slough Joint Wellbeing Strategy Priorities

The decisions set out in this Report have been taken with the overarching objective of protecting public health and the wellbeing of residents and ensuring that the Council is able to achieve this objective lawfully, and as effectively as possible, in the prevailing circumstances. The recommendations contained in this report seek to ensure that the Council is able to continue to try to meet this objective and thereby be in a position to continue to address the priorities of the SJWS and the JSNA appropriately.

2.2 Five Year Plan Outcomes

The recommendations contained in this Report, namely the noting and ratification by Cabinet of the further significant decisions taken by officers, at the first available opportunity, will enable the Council to be in a position to be able to go forward to try and continue to meet the following objectives of the Five Year Plan.

- *Our children and young people will have the best start in life and opportunities to give them positive lives.*
- *Our people will become healthier and will manage their own health, care and support needs.*
- *Slough will be an attractive place where people choose to live, work and visit.*
- *Our residents will have access to good quality homes.*
- *Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents*

2.3 Governance

This report sets out the Significant Decisions taken by Officers in response to the coronavirus pandemic. Robust governance arrangements were put in place in March 2020 to manage SBCs response, which is led by a GOLD and SILVER command structure. GOLD/SILVER meetings have been held jointly since March. This is summarised as follows:

- **GOLD** – Chief Executive and Silver Lead from CMT on rotation
Overall responsibility for SBC strategy and response, primary liaison with partners and leads on external communications. Lead Members are consulted where appropriate on decisions in their portfolio.
- **SILVER** – led by a member of CMT on rotation, includes CMT, Public Health, Communications and Operations Room Management. TVP and CCG attend. Responsibility for tactical implementation of GOLD Strategy, escalates strategic decisions to GOLD, refers issues for resolution to task groups.
- **Task Groups** – usually led by an Executive Director or senior Officer
Manages operational matters and escalate issues to Silver
Task groups established include Finance, Human Resources and Business Continuity, Community Hub, IT, Children, Adults, Safer Public Spaces, Testing, PPE, Recovery, Local Outbreak Management Plan Cell and Workplace Safety Group. Some task groups stood down and ready to be reactivated if operationally required.
- **Operations Room** – led by Associate Director
Seeks to coordinate activity in a single team; logs enquiries, actions and decisions and supports Silver.

2.4 Timeline

A summary of the key events and phases is summarised as follows:

- 5th March – first death in UK from Covid-19 is confirmed.
- 12th March – SBC GOLD/SILVER response group meets. SILVER met daily between 23rd March to 24th April and at least weekly since. It currently meets twice a week.
- 23rd March – Prime Minister announces UK-wide partial “lockdown”.
- 26th March – Health Protection (Coronavirus Restrictions) (England) Regulations 2020 (‘lockdown regulations’) come into force.
- 13th May – National ‘Lockdown’ restriction start to be eased and this process continues through June and July. It is not until 25th July that indoor gyms and swimming pools are able to reopen.
- 1st July – local restrictions introduced in Leicester.
- 18th July – Health Protection (Coronavirus Restrictions) (England) (No 3) Regulations come into force giving local authorities in England new powers to close shops and outdoor public spaces in order to control Covid.
- 1st August 2020 – Shielding programme is paused.
- August / September 2020 – local restrictions across England start to be tightened, particularly in the North West and Yorkshire.

- 24th September 2020 – pubs and restaurants ordered to close by 10pm and ‘Rule of 6’ applies.
- 14th October 2020 – new Covid tiers come into force. Slough is placed in Tier 1 – medium level alert.
- 24th October 2020 – Slough moves into Tier 2 – high level alert, which introduced a ban on household mixing.
- 5th November 2020 – Prime Minister announces a new national ‘lockdown’ until 2nd December.
- 26th November 2020 – new Tier system is introduced in England to come into force on 2nd December. Slough will enter Tier 3 – very high alert which means pubs and restaurants remain closed following national ‘lockdown’ and household mixing remains banned.
- 19th December 2020 – Government revises Tier system with a new Level 4 Tier – Stay at Home with restrictions similar to those during the national ‘lockdown’ in November. The Government decides to put Slough into this highest Tier.
- 4th January 2021 – Prime Minister announces new national ‘lockdown’ for England.
- 22nd February 2021 – Government publishes a “roadmap” to gradually ease restrictions over the coming months, starting with the full reopening of schools to all pupils from 8th March 2021.
- 8th March 2021 – Step 1 of the Government’s “roadmap” begins with schools recommencing face-to-face learning for all pupils.
- 29th March 2021 – ‘Stay at Home’ rule ends. Restrictions on social contact begin to be relaxed outdoors.
- 12th April 2021 – Step 2 of the Government’s “roadmap” begins which includes the reopening of non-essential retail and outdoor hospitality.
- 17th May 2021 – Step 3 of the Government’s “roadmap” begins which includes the reopening of indoor hospitality, entertainment and events (with capacity limits), travel corridors and domestic overnight stays.
- 19th July – Step 4 of the “roadmap” due to begin which is likely to remove the remaining legal restrictions.

2.5 Comments of Other Committees

A report on this subject, in the same terms, will also be submitted to full Council at its next meeting.

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 Any financial implications of significant decisions taken by officers in connection with the need to deal with the consequences of the Covid-19 pandemic are monitored weekly by a special finance group and will be reported to cabinet as part of the usual financial reports to cabinet.

3.2 Legal implications

3.2.1 Any decisions taken by officers pursuant to the statutory regulations enacted by the Government to deal with the Coronavirus pandemic, to enforce business closures and restrict assembly, could potentially be challenged under the Human Rights Act 1998 as being a breach of article 11, relating to the freedom of assembly and association, and of Article 1 of the First Protocol to that convention, relating to the right to peaceful enjoyment of possessions. It is considered, however, that risks of successful challenge are low as, in the latter case, derogations are permitted to control use of property in the general interest and, in the former case, for the protection of public health.

Under the Council’s Constitution, the Chief Executive has delegated power to act in case of emergency and urgency to exercise all council functions. Additionally, under the constitution, all matters not specifically reserved are deemed to be within the delegated authority of the Chief Executive and Directors for all purposes which fall within their directorate or budget area or area of responsibility to which they may be nominated from time to time

The Cabinet may ratify any decisions of officers falling within their functions.

3.3 Risk management implications

3.3.1

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That the Cabinet note and ratify the significant decisions taken by officers since the “lockdown” came into force.	Failure by Members to note and ratify these actions and decisions increases the risk of challenge and disruption. Ratification provides the opportunity for the Council to build upon the good results already achieved and to move forward strongly by building upon these results with greater	The significant decisions and actions have been taken in accordance with governance arrangements put into place in consultation with the Council’s statutory officers and in accordance with all applicable guidance issued by and best practice recommended by all relevant bodies.	Likelihood – Very Low – 2 Legal/ Regulatory – Critical - 3 Score: 6	Increasing return to usual decision making structures and processes as circumstances permit.

	engagement across the Council			
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3.4 Environmental implications

3.4.1 Carbon Emissions and Energy Costs: The Council have not at present carried out any systematic analysis of the effect on carbon emissions and energy costs of the decisions taken by officers since the “lockdown” took effect. It is considered that it is self-evident, however, that the restrictions on travel and the reduction in the use and occupation of Council premises and other council activities means that it is unlikely that there was an increase in emissions and energy costs during this period.

3.5 Equality implications

3.5.1 All the significant decisions set out in this Report were taken having regard, so far as was practicable in the circumstances, to the public sector equality duties and the protected characteristics set out in the Equality Act 2010.

3.6 Procurement implications

3.6.1 Procurement issues have been considered by Officers in relation to each decision and procurement processes would need to be followed where they apply.

3.7 Workforce implications

3.7.1 The decisions taken by Officers which have affected the workforce are set out in the schedule to this Report.

3.8 Property implications

3.8.1 The restrictions imposed by the Coronavirus Act 2020 on the ability of the Council as a landowner to take action to enforce payments of rents will have had an effect on the Council’s asset management position. Any long term effects on the Council’s property portfolio and asset management strategy evaluated and reported to the cabinet as part of the Council’s normal financial reporting to the cabinet.

4. **Background Papers**

None.

Summary of Decisions Taken By Silver

Reference number	Decision Required	Outcome	Date of decision	Decision made by
DEL304	Requests from Workplace Safety Group	Opening requests agreed from Adults & Communities (Lavender Court staff training); Licensing (CAP licensing team); and Food Safety Team on statutory investigation reviews.	15/07/21	SILVER
DEL305	Update on workplace safety advice at Step 4 of Roadmap	Update report from Workplace Safety Group noted. New Government guidance on workplace safety in Step 4 from 19th July was not yet published and a report would come to a future Silver meeting. All existing workplace safety measures and processes to remain in place at Step 4 in the interim.	15/07/21	SILVER
DEL306	Self isolation support scheme grants	Update report noted. Sue Foley would look at eligibility to seek to maximise use of funding available.	15/07/21	SILVER
DEL 307	Community Helper contract	Report noted. Agreed that Alan Sinclair would explore whether the contract could be paused/restarted rather than terminated, and explore alternative funding options if required. Subject to the above approval was given for Option 2 to not continue the use of Community Helper post renewal date.	15/07/21	SILVER

DEL308	COMF Funding	Spreadsheet of proposals had been updated and reviewed. It was agreed not to support the remaining Amber schemes due to funding constraints (schools comms officer and innovation fund). Funding not agreed for community champions and Be Well at this stage. Chief Executive and Directors to seek to use any available funding for essential activity.	15/07/21	SILVER
DEL309	Requests from Workplace Safety Group	Recommendations approved for opening requests for: Parking - Office based risk assessment; Health Improvement Officers going into settings; and use of Council Chamber for full Council on 22nd July. The alternative venue was Herschel Grammar School. Silver reviewed the measures in place for the Council Chamber and emphasised the importance of compliance with room capacity; vaccination/test status for all attendees and wearing type-2 during the meeting. Directors to attend the meeting.	22/07/21	SILVER
DEL310	Report from Workplace Safety Group on implications of Working Safely Guidance at Step 4 of the Government Roadmap	All recommendations were reviewed, discussed and agreed. In general, all current practices and processes for workplace safety and services would continue at the current time. In relation to the recommendation on cleaning, the agreement was subject to the review underway which would report back to Silver in future. In relation to 'working in other peoples homes', it was noted PPE should continue to be used.	22/07/21	SILVER

DEL311	Community Helper contract (see DEL307)	Agreed that notice be served to terminate the contract, noting the potential risk that it cost £16,000 to restart the contract in future if necessary.	22/07/21	SILVER
DEL312	Safer Public Spaces Task Group	Noted that the Safer Public Spaces Task Group had been stood down.	22/07/21	SILVER
DEL313	Requests from Workplace Safety Group	Community Safety - using OH to plan	29/07/21	SILVER
DEL314	Report on Business Rate Grants Schemes	Delay the distribution of the grant until Oct 2021, grant available until March 2022, so we have time to work out the process and timing of allocations	29/07/21	SILVER
DEL315	SBC Database usage for Contact Tracing	Contact Tracing, request to have access to council tax system as staff resources to support finding info required - approved subject to GDPR and DPO	29/07/21	SILVER
DEL316	Public Health	Proposed Interim Covid19 response priorities, 5 priorities, to add children to priority 2	29/07/21	SILVER
DEL317	Requests from Workplace Safety Group	Recommendations agreed for requests relating to the safeguarding partnership team; public open days on children's centres sites; face to face meetings from the Early Help Hub; and phased return of Children's Centres group activities. Update noted regarding Health & Safety Executive follow up call at The Curve and existing arrangements to continue.	12/08/21	SILVER
DEL318	Self-Isolation Support Scheme	The update report was noted.	12/08/21	SILVER
DEL319	Requests from Workplace Safety Group	LFT mobile van outside Queensmere Town Centre	19/08/21	SILVER
DEL320	Requests from Workplace Safety Group	Communities and Leisure Youth Voice Team - Site Visits & Youth work sessions	19/08/21	SILVER

DEL321	Requests from Workplace Safety Group	Active Slough Chalvey Can updated risk assessments: Retrospective Requesto Active Slough Chalvey can – Outdoor Boxing o Active Slough Chalvey can - Chalvey Can low impact Group Exercise sessions in public outdoor facilities, Yoga/Pilates. o Active Slough Chalvey can – Outdoor Group Exercise sessions in public outdoor facilities, Boxercise, Bootcamps, HIIT, Street Dance. o Active Slough Chalvey can – Outdoor Tennis	19/08/21	SILVER
DEL322	Requests from Workplace Safety Group	Community Development Team - Resident mural painting at Grampian Way	19/08/21	SILVER
DEL323	Requests from Workplace Safety Group	Self - Isolation report, actions in green accepted and noted for comms	19/08/21	SILVER

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	20 th September 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 SEPTEMBER 2021 TO 30 NOVEMBER 2021

Date of Publication: 20th August 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.

Page 218
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.

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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](#).

Cabinet - 20th September 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Performance & Projects Report - Quarter 1 2021/22</u></p> <p>To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2021/22.</p>	C&C		All	David Hounsell, Strategic Insight Manager	O&S	None		
<p><u>Revenue and Capital Budget Monitor - Quarter 1 2021/22</u></p> <p>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.</p>	F&E	All	All	Steven Mair, Interim AD for Finance	O&S	None		
<p><u>SBC Financial Recovery Plan</u></p> <p>To consider a report updating the Cabinet on work taken place as part of the Council's Financial Recovery Plan and to take any decisions relating to the implementation of the plan.</p>	F&E	All	All	Josie Wragg, Chief Executive	-	None	√	
<p><u>SBC Financial Action Plan</u></p> <p>To consider a report on the action plan which supports the Financial Recovery Plan.</p>	F&E	All	All	Steven Mair, Interim AD for Finance	-	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>Provider Services Review</u></p> <p>To consider a report and take decisions on the Provider Services Review of services currently run by the Council for older people and people with learning disabilities.</p>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	None	√	
<p><u>Update on Asset Disposals</u></p> <p>Further to the approach set out in the report to Cabinet on 21st June 2021, to receive an update and take any further decisions in relation to the proposed asset disposals programme.</p>	F&E	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None	√	Yes, p3 LGA
<p><u>Digital Signage Strategy</u></p> <p>To obtain approval for the strategy for the use of council sites for the provision of digital advertising for the purpose of income generation and approval of sites for such advertising. (Note: this report may be deferred until October 2021).</p>	F&E	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None		Yes, p3 LGA
<p><u>Slough Local Plan - Green Belt Consultation</u></p> <p>To seek approval of a proposed consultation on the release of Green Belt sites for family housing.</p>	H&P	All	All	Paul Stimpson, Planning Policy Manager Tel: (01753) 875820	-	None	√	

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

<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek approval to ratify the executive decisions.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		
<u>References from Overview & Scrutiny</u> To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.	C&C	All	All	Alexander Polak, Interim Head of Democratic Services	-	None		
<u>Notification of Key Decisions</u> To endorse the published Notification of Key Decisions.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

Cabinet - 18th October 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Bus Service Improvement Plan</u> To consider approval of the Bus Service Improvement Plan and next stage of the development of an Enhanced Partnership with bus operators in Slough.	T&E	All	All	Savio DeCruz, Associate Director, Place Operations Tel: 01753 875640	Place Scrutiny Panel	None	√	
<u>Slough Local Plan Update</u> To receive an update report on the emerging Local Plan for Slough.	H&P	All	All	Pippa Hopkins, Group Manager Place Strategy	Planning Committee and Place Scrutiny Panel	None	√	

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

<u>Covid-19 Decisions Update</u> To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
<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, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
<u>Notification of Key Decisions</u> To endorse the published Notification of Decisions.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

Cabinet - 15th November 2021

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Revenue and Capital Budget Monitor - Quarter 2 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, Interim AD for Finance	O&S	None	√	

Professional Services Framework (Place) To seek approval to develop a 4-year Framework of architect/design led professional services across the Place directorate (including Place Delivery, Housing, Highways and Transport).	H&P	All	All	Stephen Gibson, Executive Director of Place Tel: 01753 875852	-	None	√	
Covid-19 Decisions Update To update on the significant decisions taken by officers in response to the Covid-19 pandemic and to seek to ratify the executive decisions taken.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
References from Overview & Scrutiny To receive any references from the Overview & Scrutiny Committee and/or Scrutiny panels.	C&C	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	
Notification of Key Decisions To endorse the published Notification of Decisions.	F&E	All	All	Nicholas Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None	√	

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

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