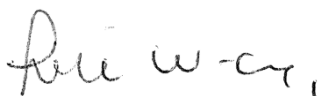


Date of issue: Friday, 7 January 2022

<b>MEETING</b>	<b>CABINET</b>	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Forward Strategy & Corporate Resources
	Councillor Mann	Deputy Leader and Cabinet Member for Transport, Planning & Place
	Councillor Akram	Leisure, Culture & Communities
	Councillor Anderson	Financial Oversight, Council Assets & Performance
	Councillor Bains	Regulation & Public Protection
	Councillor Carter	Housing & Environment
	Councillor Hulme	Children's Services, Lifelong Learning & Skills
	Councillor Pantelic	Social Care & Public Health
<b>DATE AND TIME:</b>	<b>MONDAY, 17TH JANUARY, 2022 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> <b>(for all enquiries)</b>	<b>NICHOLAS PONTONE</b>	<b>07749 709 868</b>

NOTICE OF MEETING

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



**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 20th December 2021	1 - 6	-
3.	Recovery Plan - Update	7 - 94	All
4.	Council Taxbases 2022/23	95 - 104	All
5.	<b>HRA Rents &amp; Service Charges 2022/23</b>	105 - 114	All
6.	<b>A4 Experimental Bus Lane</b>	115 - 148	All
7.	<b>Corporate Energy Procurement Strategy and Contracts (April 2022 - March 2025)</b>	149 - 198	All
8.	<b>Procurement of substance misuse recovery and treatment services including shared care</b>	199 - 214	All
9.	<b>Procurement of services for integrated care and support of extra care housing</b>	215 - 230	All
10.	References from Overview & Scrutiny	To Follow	All
11.	Notification of Key Decisions	231 - 244	All

### 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.

**KEY:**

**Bold – Key decision**

Non-bold – Non-key decision



**Cabinet – Meeting held on Monday, 20th December, 2021.**

**Present:-** Councillors Swindlehurst (Chair), Mann (Vice-Chair), Akram, Anderson, Bains, Carter (left 8.06pm), Hulme and Pantelic

**Apologies for Absence:-** None

**PART 1**

**50. Declarations of Interest**

Item 6 'Procurement of services with the voluntary sector for prevention and carer support': Councillor Carter declared that his company, Haymill Computers Ltd, provided some services to Slough CVS. He withdrew from the meeting during consideration of this item.

Item 6 'Procurement of services with the voluntary sector for prevention and carer support': Councillor Akram declared that she was a volunteer. She stayed in the meeting and participated in consideration of the item.

**51. Appointment of Commissioners**

The Cabinet noted that two commissioners appointed by the Department for Levelling Up, Housing & Communities (DLUHC) had commenced their roles with the Council from the start of December 2021. The role of the Commissioners had been set out in the report to Cabinet on 15<sup>th</sup> November 2021 on the 'DLUHC Reviews and Intervention'.

Max Caller was the Lead Commissioner and Margaret Lee was the Finance Commissioner. Mr Caller was present at the meeting and was welcomed by the Leader of the Council on behalf of Members.

**52. Minutes of the Meeting held on 15th November 2021**

**Resolved –** That the minutes of the meeting of the Cabinet held on 15<sup>th</sup> November 2021 be approved as a correct record.

**53. Cabinet Portfolios and Responsibilities**

The Leader of the Council reported that he had made some changes to Cabinet portfolios and Lead Member responsibilities. The changes followed the re-election of Councillor Swindlehurst as Leader for a further term of office to May 2023 and had been carried out following consultation with the Commissioners.

The main changes were summarised and included transferring portfolio responsibility for financial matters from the Leader to a dedicated portfolio for Financial Oversight, Council Assets and Performance, for which Councillor Anderson would be the Lead Member. The Leader would take portfolio

## **Cabinet - 20.12.21**

responsibility for corporate resources as well as retaining forward strategy. Councillor Carter would become Lead Member for Housing & Environment.

The Leader also confirmed that he had appointed Councillor Mann as Deputy Leader of the Council. He thanked Councillor Akram for the service she had provided in that position during his time as Leader.

The changes were effective immediately and following a series of one-to-ones would become fully operational from 1<sup>st</sup> January 2022.

### **Resolved –**

- (a) That the Cabinet note the revised portfolios and responsible Lead Members as appointed by the Leader of the Council.
- (b) That the appointment of Councillor Pavitar Kaur Mann as Deputy Leader of the Council be noted.

## **54. Climate Change Strategy & Action Plan**

The Principal Environment Officer introduced a report and gave a comprehensive presentation on the Council's Climate Change Strategy & Action Plan, which the Cabinet was recommended to adopt.

The strategy had been developed following the agreement of a Council motion on climate change in July 2019 and the adoption by Cabinet of the Climate Change Strategy Vision which had outlined a target of borough wide carbon neutrality by 2040, with a stretch target of 2030. The Strategy & Action Plan set out the challenges of how these ambitious targets for the borough could be met. Lead Members noted the extensive work that had gone in to prepare the strategy including the public consultation earlier in the year.

The Cabinet had also previously adopted a Carbon Management Plan for the Council, which set an aim for SBC to be carbon neutral by 2030. The new strategy had a broader focus on seeking to achieve carbon neutrality across the town, not just for the Council. It was noted that the Council itself accounted for a small proportion of overall emissions and that 58% of emissions in Slough were from a mixture of residential, commercial and industrial buildings, and 31% from transport of which the vast majority was road transport. The Action Plan set out the wide range of measures to reduce emissions including improving energy efficiency and greater use of renewables, reducing waste, increasing tree coverage and switching to electric vehicles.

The comments of the Commissioners as set out in report were noted as were the financial implications that highlighted that in light of the current financial situation, the Council could not commit to any new expenditure or capital projects. The key role for the Council would be leading and influencing change in the borough. The Cabinet recognised that its proximity to the M4

## **Cabinet - 20.12.21**

and Heathrow as well as the significant industrial base on Slough Trading Estate meant that engagement with partners such as the Department for Transport and SEGRO would be crucial. The Officer explained how these partners had been engaged in the development of the strategy through various workshops that had been held.

Members agreed the importance of strong monitoring and reporting arrangements to assess whether the strategy was on track to be delivered over the coming years. It was highlighted that the Council would also need to lead by example to ensure climate change was a consideration in decision-making across the Council when developing policies on housing, transport etc. The Officer commented how the Carbon Management Plan influenced decisions within the Council, for example that carbon was already a factor in the Council's procurement process.

The Cabinet agreed that it was crucial that the Climate Change Strategy & Action Plan was aligned to all new strategies and policies across the Council, including the emerging Local Plan. The Leader proposed and it was agreed that a further resolution be added to the recommendations to explicitly state that the strategy be integrated into other Council policies and plans. It was also agreed that a progress update be provided to Cabinet in six months on the steps taken to implement the plan, including engaging with public and private sector partners, and to monitor progress. The Climate Change Strategy & Action Plan was then adopted.

### **Resolved –**

- (a) That the Climate Change Strategy and Action Plan be adopted.
- (b) That the adopted strategy be integrated into other Council policies and plans where appropriate.
- (c) That the Cabinet receive an update report in six months that set out the progress in implementing the strategy and action plan, including work with and the role of partners.

## **55. Adult Social Care Transformation Update and Procurement**

The Lead Member for Social Care & Public Health and the Executive Director, People (Adults) introduced a report that updated the Cabinet on the Adult Social Care transformation programme and sought approval to procure external support to ensure the delivery of phase 2. The Cabinet was recommended to approve the direct award of a new six month contract to Peopletoo Limited at a cost of £215,000 with the possibility of a six month extension for an expected maximum total of £450,000. The Executive Director explained the tasks that Peopletoo were undertaking to help to Council identify and deliver the savings programmes.

It was noted that Peopletoo had been engaged to support phase 1 of the transformation programme with a contract in place between March 2021 to

## Cabinet - 20.12.21

September 2021. Since 1<sup>st</sup> October 2021 the Council had been operating under an implied arrangement with Peopletoo and the recommendations sought to formalise that agreement to March 2022 with the possibility of a further 6 month extension. The Lead Member expressed disappointment that the report was being presented to Cabinet after the expiry of the previous contract with Peopletoo and emphasised the importance of due process being followed. The Commissioners comments also highlighted that it was unacceptable that contract standing orders had not been complied with and was an example of the fundamental change to culture and process that was required across the Council. Mr Caller addressed the Cabinet to reinforce these points and highlighted the importance of a proper procurement exercise with the key deliverables clearly set out.

The Executive Director commented that there were some other contracts in adult services that would be coming to Cabinet to be formalised and explained the main reason the situation had occurred was due to the significant workload pressures in adult social care. As this was not the only contract in such a position Lead Members requested that an update on the status of contracts due to be tendered in 2021/22 as listed in the report to Cabinet of 12<sup>th</sup> April 2021 be provided. It was confirmed that a review of contracts was underway.

Lead Members asked a number of questions about the process, the role of Peopletoo, value for money and the levels of savings being delivered by the transformation programme. The Executive Director highlighted that the programme aimed to deliver in excess of £9m of savings across three years to 2024. The quality of support Peopletoo had been providing was excellent and the Council did not currently have the internal capacity or expertise without the external support. Lead Members accepted the need for suitable support to deliver the savings, but commented that building up the internal capacity and skills should be a future priority.

After due consideration, the Cabinet agreed that it was important the necessary support was in place to support the continued delivery of savings through the adult social care transformation programme, therefore the recommended six-month extension to March 2022 was approved. Instead of agreeing the further six month extension beyond March 2022 via delegated authority, the Cabinet agreed to receive a further report on the future procurement in Spring 2022 with a report that set out the expected deliverables of any such contract.

### **Resolved –**

- (a) That the good progress on the delivery of the Adult Social Care transformation programme and the planned phase 2 be noted.
- (b) That the procurement of external support to deliver phase 2 of the Adult Social Care transformation programme be approved.



- (c) That the direct award of a new six month contract to Peopletoo Limited to provide this support for phase 2 of the Adult Social Care transformation programme at a cost of £215,000 be approved; and delegated authority be given to the Executive Director for People (Adults), following consultation with the Lead Member for Social Care and Public Health, to commence formal procedures to procure the contract with Peopletoo Limited.
- (d) That the Cabinet receive a further report in Spring 2022 on the future procurement arrangements.

*(Having declared an interest in the next item of business, Councillor Carter left the meeting at this point.)*

**56. Procurement of services with the voluntary sector for prevention and carer support**

The Lead Member for Social Care and Public Health and the Group Manager, People Strategy introduced a report that retrospectively asked the Cabinet to agree an extension of the contract with Slough Council for Voluntary Services for prevention and carer voluntary services to the value of £473,254 for a period of 12 months from 1 July 2021. Approval was also sought to delegate authority to the Executive Director for People (Adults) to commence the procurement of a contract for such services for 2+1 years beyond June 2022 and then bring back a report to Cabinet to determine the award of contract.

It was recognised that this was second contract discussed that had expired and was seeking to be regularised. The Cabinet and the Lead Commissioner reiterated the comments made during consideration of the previous item that the process was unacceptable and the procedural defects needed to be addressed across the Council in its contracting and procurement processes.

The purpose of the contract was explained and the Cabinet agreed that support for such preventative services was valuable and should continue. It was therefore agreed that the first recommendation relating to the extension of the contract for 12 months from 1<sup>st</sup> July 2021 be approved. In terms of the procurement after June 2022, it was agreed that in addition to receiving a report in future to award a further contract, Cabinet and People Scrutiny Panel would receive an additional report in the Spring 2022 at a much earlier stage of the procurement process, to approve the model and deliverables, including any implications arising from the integration of health and social care services through the Integrated Care System. Lead Members requested that this report also include an update on the current contract including key performance indicators.

**Resolved –**

- (a) That the extension of the contract with Slough Council for Voluntary Services for prevention and carer voluntary services to the value of £473,254 for a period of 12 months from 1 July 2021 be approved.

- (b) That delegated authority be given to the Executive Director for People (Adults), following consultation with the Lead Member for Social Care and Public Health, to commence procurement for the prevention and carer voluntary services.
- (c) That a report on progress of the contract and procurement process for the new prevention and carer voluntary services be provided to scrutiny and then to Cabinet by the Spring of 2022.

**57. References from Overview & Scrutiny**

There were no references from Overview & Scrutiny.

**58. Notification of Key Decisions**

The Cabinet considered and endorsed the Notification of Key Decisions published on 19<sup>th</sup> November 2021 which set out the key decisions expected to be taken by Cabinet over the next three months.

**Resolved** – The published Notification of Decisions be endorsed.

Chair

(Note: The Meeting opened at 6.35 pm and closed at 8.54 pm)

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 17 January 2022

**SUBJECT:** Recovery Plan – Update

**CHIEF OFFICER:** Director of Finance (S151)

**CONTACT OFFICER:** Director of Finance (S151)

**WARD(S):** All

**PORTFOLIO:** Councillor Rob Anderson  
Cabinet Member for Financial Oversight, Council Assets and Performance

**KEY DECISION:** No

**EXEMPT:** No

**DECISION SUBJECT TO CALL IN:** No

**APPENDICES:** [Appendix 1](#) – Statement of accounts and year-end close  
[Appendix 2](#) – Budget setting and delivery  
[Appendix 3](#) – Investments in companies  
[Appendix 4](#) – Internal audit and procurement  
[Appendix 5](#) – Financial systems  
[Appendix 6](#) – Finance team  
[Appendix 7](#) – Dedicated Schools Grant  
[Appendix 8](#) – Insurance  
[Appendix 9](#) - Business planning  
[Appendix 10](#) - PFI review  
[Appendix 11](#) – Revenues and benefits  
[Appendix 12](#) - Risk assessment  
[Appendix 13](#) – Response to CIPFA Review  
[Appendix 14](#) – Response to DLUHC Governance Review  
[Appendix 15](#) – Response to Grant Thornton’s recommendations  
[Appendix 16](#) - Response to DLUHC further recommendations

**1 Summary and Recommendations**

- 1.1 To provide Cabinet with the third of a series of updates on work being undertaken to improve all aspect of the Councils financial position and underlying financial and governance processes. The format of this report will be revised when work begins on the broader overall Council recovery plan. In order to facilitate readers’ understanding of the various financial situations facing the Council the report provides commentary on the issues and retains some information from previous

versions that provide useful background while progress on issues is identified by text in *italics*.

### **Recommendations:**

Cabinet is recommended to:

1. Note the current position on the Finance Recovery Plan and recommend the report to Council for noting.

### **Comments of Commissioners:**

*“Commissioners have noted the progress that has been made and the proposals for further improvement. However, it should be noted that this is not the Improvement and Recovery Plan that is required to be agreed and implemented as part of the response to the Directions although it will form a significant and important component.*

*The capacity and gap analysis that is required by February will be a key component of determining the role, shape, and aspiration of the Council as it emerges from the Directions regime. This will be a key topic for discussion at the Commissioner Improvement and Recovery Board in its next meetings.*

*Commissioner have noted the observations in paragraph 2.18 which highlight new issues. These will require full reports to either or both Cabinet and Audit Committee in due course.”*

## **2 Report**

### **Introduction**

- 2.1 As Members are aware and have previously been advised the Council has in recent months received the following:
  - statutory and non-statutory recommendations from the external auditor,
  - a significant number of recommendations from internal audit,
  - a s114 notice from the Director of Finance, highlighting a then estimated budget gap of at least £174m
  - reports from both Department for Levelling Up, Housing and Communities (DLUHC) and CIPFA. Both reports identify significant weaknesses in financial management processes, governance and internal control
  - a formal direction from DLUHC made under s.15(5) and (6) of the Local Government Act 1999, including a direction that prescribed functions are to be exercised by Commissioners;
  - the appointment of Commissioners from 1 December 2021.
- 2.2 The Council’s very serious financial challenges have arisen over a period of several years and represent the combined impact of a wide range of issues. These problems are now being addressed but designing, implementing and embedding

new processes together with the required changes to organisational culture will take an estimated 4 years to achieve based on the experience of local authorities elsewhere. More detailed assessments of the improvement timeframe will only become possible as the situation in Slough develops locally and will inevitably vary.

- 2.3 Also, although the Council is having ongoing discussions with the Government about the possibility of obtaining a Capitalisation Direction, no firm commitment from DLUHC to provide supplementary funding has so far been received. Even with additional support, improving the Council's underlying financial position will take several years beyond this.

### **Options considered**

- 2.4 Grant Thornton, the Council's external auditors, have recommended that there should be regular reports to members on year-end close and audit. This is a statutory recommendation which the Council cannot ignore.
- 2.5 Recent DLUHC/CIPFA reviews have also recommended more regular reporting to members on the Council's financial position and the statutory direction requires the production of a Council Improvement Plan within 3 months, which should include an outline action plan to achieve financial sustainability and to close the long-term budget gap identified in the Medium Term Financial Strategy (MTFS). DLUHC has recently appointed Commissioners to oversee the Council's financial recovery, and any recovery and improvement plans must be to the satisfaction of the Commissioners. These will be reported in future reports
- 2.6 Rather than providing separate reports to members, this single report meets all the above requirements with the exception of the formal DLUHC requirements which will be picked up in future reports and also provides a more comprehensive update on the main workstreams currently in progress within the finance function. See also paragraph 1.1

### **Background**

- 2.7 This report provides an update of progress on key issues and improvement areas since the last report in November, namely:
- Statement of accounts and year end close
  - Budget setting and delivery
  - Investment in companies
  - Internal audit and procurement
  - Financial systems
  - Finance team
  - Dedicated Schools Grant
  - Insurance
  - Business Planning
  - PFI review
  - Revenues and benefits.

2.8 The report also includes the following:

- a detailed risk assessment, and
- the Council's formal responses to the recent CIPFA Review
- the DLUHC Governance Review, and
- to Grant Thornton's statutory recommendations
- response to DLUHC further recommendations

2.9 Further detail on each separate area is provided below and in Appendices 1 to 16.

2.10 All of the projects referred to in this report have nominated team leaders and have or are developing detailed project plans. At the current time much work is focussed on resolving immediate budget management issues, but work is also in hand to:

- implement longer term governance and financial management improvements,
- establish staffing structures based on permanent appointments which will provide a more stable finance function for the Council in future years.

2.11 Assurance continues to be provided to Members through the fact that:

- the new finance team has identified a wide range of issues which were previously unknown to the Council
- the recent DLUHC/CIPFA reviews have been complimentary of the work undertaken by the new team to date and have not challenged the then then estimated S114 value
- work being done to tackle the issues identified is progressing to a very high standard although embedding good practise will take some considerable time
- regular progress monitoring and reporting, such as this report, is taking place
- there has been regular engagement with Lead Members on appropriate issues
- new risk management arrangements are being put in place, see Appendix 12 for further details.

2.12 All of the work referred to in this report is extensive, demanding and will continue to evolve. It is also envisaged that the format of these reports will develop over time. New issues will continue to be identified and will be reported to members as and when they emerge.

### **Executive Summary**

2.13 This executive summary highlights for Members progress made on the various issues being dealt with since the report in November

2.14 This progress is then highlighted in the body of the report by use of *italics* allowing Members to see the overall context and current progress

2.15 Current progress encompasses the following

Statement of accounts and year end close

- 2.16 Recent work on the 2018/19 accounts has identified that all the core statements, group accounting statements and 60% of the notes will need to be restated and work is ongoing on undertaking this. This will then form a solid base to take forward work on the 2019/20 and 2020/21 accounts
- 2.17 In more detail the three issues with the 2018/19 accounts identified at the Audit and Governance Committee in May 2021 ie that:
- the appeals provision was understated because a business rates appeal had not been provided for;
  - long-term debtors were overstated because a loan to Slough Children’s Trust had not been impaired for non-payment; and
  - agreeing a way forward regarding the understatement of minimum revenue provision (MRP) for the period 2016/17 to date.
- have been followed up and completed and will result in:
- the appeals provision being increased by £4.5m in 2018/19;
  - the loan to Slough Children’s Trust being impaired by £2.4m;
  - a prior period adjustment of £27m in respect of understated MRP has been calculated for the period to 31/3/2018 and a further understatement of £6m in 2018/19. i.e. MRP was understated by £33m to 31/3/2019. The cumulative understatement of MRP to 31/3/22 is £69m.
- 2.18 In addition to these previously identified issues, work on the accounts has recently identified the following further matters:
- £13m of s.106 contributions recognised as capital grants unapplied in 2016/17 will need to be restated as a long-term creditor, because the conditions associated with the agreements had not been met, therefore the contributions had been incorrectly recognised as income;
  - a lease for a plot of land to be used for an Extra Care Home development had been incorrectly accounted for as follows:
    - a) lease rental payments of £2m had incorrectly been capitalised even though ownership of the land did not transfer to the Council. Consequently the payments should have been charged to revenue and a prepayment recognised in 2019/20;
    - b) as a result of the cancellation of the capital project in 2021, £0.6m of development costs currently charged to assets under construction will have to be written off to revenue and have been added to the capitalisation direction;
    - c) also as a result of the cancellation of the project, a £4.5m provision has to be recognised for an onerous contract in respect of the remaining 40 year term of the contract.
  - a number of cases where accruals have not been raised including:
    - a) £2.2m of capital expenditure relating to 2019/20 but paid in 2020/21; and
    - b) £1m of DSG-related expenditure paid in 2021/22 but relating to 2020/21.

- 132 assets misclassified as investment properties but which are operational assets. Correcting the misclassification will alter the asset values which is currently being worked through.
- officers have reconciled the asset register to the housing management system for council dwellings for the years 2018/19 to 2020/21. This has identified minor discrepancies between the two systems and work is ongoing to identify the causes and rectify these. This does not have a material impact on the accounts.
- an exercise has been undertaken to review all provisions and contingent liability disclosures for completeness. This has identified a number of provisions which had not been identified:
  - a) £2.6m provision for refunds to tenants arising for the Thames Water v Southwark case;
  - b) Bad debt provisions had not been reviewed for some time and were materially understated. Work is ongoing, but the initial indication is that bad debt provisions in respect of General Fund items have been understated by £11m.
- four loan repayment instalments for a loan to a school had not been collected totalling £28,000 in the two years since the loan was advanced. Processes are being established to ensure collection is made automatically and that this does not recur.
- a review of the arrangements with SUR LLP indicates that loan notes in respect of land optioned to SUR for the Old Library Residential site will have to be impaired by £0.4m, because the scheme is unlikely to make a profit. Currently the senior debt loan of £9.7m is not thought to be at risk of impairment.

As part of embedding improvements in the Council's accounting processes:

- a detailed programme of technical training for Finance staff was completed in November to bring staff up to date with technical developments and the new working paper templates for final accounts.
- regular two weekly meetings are being held with Grant Thornton to discuss technical accounting issues as they arise and agree a way forward as part of the closedown process. This should reduce delays once the audit of the accounts commences.

### Budget setting and delivery

2.19 Budget setting and delivery has focussed on:

- preparing reports for approval by Council of the various elements of the budget. These reports will set out those decisions that require separate cabinet approval and a timescale for such decisions.
- a procurement process to appoint external agents to advise and manage the asset disposal process to obtain best consideration from the asset disposal programme and manage the process in a timely manner.



- re-financing all temporary borrowing as it has fallen due thus reducing the re-financing risk. In addition to work is ongoing to re-profile the cashflow forecast to reflect the reductions in capital and revenue spend arising from the Recovery and Renewal Plan.
- updating the HRA reserves balance which is currently forecast to decrease to £8.2m by the end of the current financial year after taking account of the Thames Water refund provision and planned repayment of £10m of borrowing.
- preparing plans to develop a balanced MTF5 by May 2022. This will cover in detail the financial year 2023/24 – current challenges in going beyond this are the Council is awaiting a response from DLUHC on the support it will receive from them or be authorised to undertake, the local government settlement recently received is for one year only ie 2022/23 and the raft of financial and other challenges that the Council faces mean that achieving a detailed MTF5 by May 2022 is not a feasible scenario. The support from DLUHC will also impact on the level of savings required from the Council and thus the savings it needs to plan for. The longer term MTF5 will at this stage be a high level framework

#### Companies

- 2.20 In response to the Council's financial challenges an options review of SUR LLP has been completed and a number of workstreams are underway to de-risk the Council financial position. In addition there is an ongoing review of the long-term strategy and options for JEH Ltd.

#### Internal audit and procurement

- 2.21 Significant progress has been made in closing down internal audit management actions from previous financial years through frequent liaison with action owners, executive directors and associate directors
- 2.22 Work to clear internal audit actions from previous financial years is being given priority, and it should be noted that there are some management actions that relate to some key improvements that will take some time to implement, for example, the actions associated with the council's commercial companies.
- 2.23 Work continues to bring in resources to develop and implement the procurement strategy

#### Financial Systems

- 2.24 The project on the outstanding development work on Payroll, Human Resources and pivotal Interface and general systems enhancements is set to be completed by the end of January 2021.
- 2.25 With these enhancements in place the ERP needs to be fully documented in terms of systems and process architecture as this was not done by Arvato when the system was implemented. A lot of processes have been loaded up onto a support database on an ad-hoc basis but an end to solution that encompasses all the processes needs to be pulled together as a single resource base.

- 2.26 The above will mitigate the risk of the over reliance and dependence on external consultants for the running of an ERP that facilitates the running of core council systems. A project plan will be scoped once the development work is complete as at that point a full gap analysis can be instigated and the resourcing capacity (both internal and external) required to complete it in a timely fashion can be determined.
- 2.27 The S151 officer will include a fit for purpose structure for the Core Agresso Team as part of the permanent finance staffing restructure, this will set the framework for the Council to ensure that best practice in relation to the system is adopted across board.
- 2.28 Finance and Procurement Systems Developments and Enhancements will be addressed after March 2022 once the outstanding statutory accounts have been submitted.

#### Finance Team

- 2.29 The structure of the finance and commercial function, including procurement and contract management has been reviewed and a new structure designed. Job descriptions, person specifications etc are being revised and the necessary materials for consideration and then implementation of the proposals such as FAQs, recruitments processes are likewise being developed. Linked to this a report outlining future options for the internal audit function was reviewed and agreed by the Audit and Corporate Governance Committee at its meeting on 9 December 2021. This recommended bringing the service back in house and was agreed subject to agreement of a revised implementation timeline. Work on the implementation plan including agreement of the structure, job descriptions and recruitment is on-going and will be completed in early 2022.

#### Dedicated Schools Grant

- 2.30 Since November the following actions have occurred:
- accruals of £1m of DSG-related expenditure were identified
  - to minimise the risk of payments relating to previous years being incorrectly accounted for in the future, a new accruals process has been implemented;
  - a process for regular monitoring of expenditure and cost reductions has been implemented; and
  - there is now a process for regularly monitoring the quality of data used to manage DSG activity.

#### Insurance

- 2.31 The shortfall in the 2021/22 annual budget for insurance premiums, and the lack of provisions and reserves set aside in the accounts for uninsured claims has been estimated based on advice from our brokers and an amount to cover the shortfall included in the Capitalisation Direction. Provisions and reserves have been included in the accounts based on this advice and these calculations.

#### PFI

- 2.32 A review of the contract undertaken in November 2021 did not identify any further opportunities for savings.
- 2.33 Work will now be undertaken to produce shadow information in preparation for the formal PFI benchmarking exercise with the provider in May 2022.
- 2.34 A review of the accounting arrangements for the PFI was undertaken to determine whether a PFI sinking fund should be established to re-profile the PFI grant to mirror the profile of the unitary charge over the remaining life of the contract. The costs of setting up a sinking fund outweigh the benefits.

#### Inspection reports/correspondence

- 2.35 This reports deals with four inspection reports, correspondence – CIPFA exceptional financial support, DLUHC governance review, External Auditors statutory and other recommendations and the DLUHC correspondence. The latter will be superseded by the statutory DLUHC recommendations in the next report
- 2.36 Progress against each of the specific issues in these reports/correspondence is shown in appendices 13 to 16 inclusive on a line by line basis and in summary shows:
- CIPFA – this report largely agreed with the then financial assessment by the Council and work is ongoing on all except one action in the report
  - DLUHC – this addresses many governance issues within the Council and work is progressing on most of the recommendations
  - External auditors – this heavily focusses on the accounts of the Council and as can be seen above a great of work has been undertaken which will change the 2018/19 accounts significantly and provides a base for the 2019/20 and 2020/21 accounts as the Council parallel runs preparation of these accounts
  - DLUHC correspondence – to be replaced in future by the statutory recommendations and updates work in progress in several areas

#### **Statement of Accounts and year end close**

- 2.37 A draft Statement of Accounts for 2018/19 was presented to the Audit and Governance Committee in May 2021, *but the following issues preventing an audit opinion being given at that time were:*
- *the appeals provision was understated because a business rates appeal had not been provided for;*
  - *long-term debtors were overstated because a loan to Slough Children's Trust had not been impaired for non-payment; and*
  - *agreeing a way forward regarding the understatement of minimum revenue provision (MRP) for the period 2016/17 to date.*

- 2.38 Following discussions between the new finance team and the external auditors, it was decided that rather than try to address these three issues in isolation the Council would run both the preparation of 2019/20 and 2020/21 accounts, and the additional work required to address 2018/19 issues, in parallel over the then next 10-12 months.
- 2.39 It was expected that, as a result of this approach, a number of further changes would need to be made to the 2018/19 accounts. *In the event, the findings from the work detailed below will require all the core statements, group accounting statements and 60% of the notes to be restated.*
- 2.40 *Work has been completed on the outstanding issues raised by Grant Thornton as follows:*
- *the appeals provision is to be increased by £4.5m in 2018/19;*
  - *the loan to Slough Children's Trust has been impaired by £2.4m;*
  - *A prior period adjustment of £27m in respect of understated MRP has been calculated for the period to 31/3/2018 and a further understatement of £6m in 2018/19. i.e. MRP was understated by £33m to 31/3/2019. The cumulative understatement of MRP to 31/3/22 is £69m.*
- 2.41 *In addition, work on the accounts has identified the following further issues:*
- *£13m of s.106 contributions recognised as capital grants unapplied in 2016/17 will need to be restated as a long-term creditor, because the conditions associated with the agreements had not been met, therefore the contributions had been incorrectly recognised as income;*
  - *a lease for a plot of land to be used for an Extra Care Home development had been incorrectly accounted for as follows:*
    - d) *lease rental payments of £2m had incorrectly been capitalised even though ownership of the land did not transfer to the Council. Consequently the payments should have been charged to revenue and a prepayment recognised in 2019/20;*
    - e) *as a result of the cancellation of the capital project in 2021, £0.6m of development costs currently charged to assets under construction will have to be written off to revenue and have been added to the capitalisation direction;*
    - f) *also as a result of the cancellation of the project, a £4.5m provision has to be recognised for an onerous contract in respect of the remaining 40 year term of the contract.*
  - *a number of cases where accruals have not been raised including:*
    - c) *£2.2m of capital expenditure relating to 2019/20 but paid in 2020/21; and*
    - d) *£1m of DSG-related expenditure paid in 2021/22 but relating to 2020/21.*
  - *132 assets misclassified as investment properties but which are operational assets. Correcting the misclassification will alter the asset values which is currently being worked through.*

- 2.42 *In addition, officers have reconciled the asset register to the housing management system for council dwellings for the years 2018/19 to 2020/21. This has identified minor discrepancies between the two systems and work is ongoing to identify the causes and rectify these. This does not have a material impact on the accounts.*
- 2.43 *As part of the closedown process, an exercise has been undertaken to review all provisions and contingent liability disclosures for completeness. This has identified a number of provisions which had not been identified:*
- *£2.6m provision for refunds to tenants arising for the Thames Water v Southwark case;*
  - *Bad debt provisions had not been reviewed for some time and were materially understated. Work is ongoing, but the initial indication is that bad debt provisions in respect of General Fund items have been understated by £11m.*
- 2.44 *Four loan repayment instalments for a loan to a school had not been collected totalling £28,000 in the two years since the loan was advanced. Processes are being established to ensure collection is made automatically and that this does not recur.*
- 2.45 *Review of the arrangements with SUR LLP indicates that loan notes in respect of land optioned to SUR for the Old Library Residential site will have to be impaired by £0.4m, because the scheme is unlikely to make a profit. Currently the senior debt loan of £9.7m is not thought to be at risk of impairment.*
- 2.46 *Detailed timetables for work on year-end close have now been finalised with the overall aspirational objective of publishing all three year's accounts by 31 March 2022, including two sets of prior period adjustments. The team has also introduced new ways of working which should not only expedite the audit process but support the production of more accurate financial information going forward.*
- 2.47 *Key changes made to date include the following:*
- *amending the format and presentation of the Council's Statement of Accounts*
  - *introducing a "whole team" approach which is upskilling numerous members of staff as well as spreading the workload.*
  - *adopting a "right first time" approach to ensure that all year end work is completed to the expected standard before submission to audit*
  - *standardising the preparation and filing of supporting information*
  - *providing comprehensive technical guidance and training to all staff involved in closedown work*
  - *establishing regular liaison meetings with external audit, and a systematic process for managing and responding to audit queries*
- 2.48 *A detailed programme of technical training for Finance staff was completed in November to bring staff up to date with technical developments and the new working paper templates for final accounts.*
- 2.49 *Regular two weekly meetings are being held with Grant Thornton to discuss technical accounting issues as they arise and agree a way forward as part of the closedown process. This should reduce delays once the audit of the accounts commences.*

2.50 As set out in Appendix 1, additional work has either already been completed or is in hand to address “high risk” accounting areas. Discussions are also ongoing with *DLUHC to address the impact of the understatement* of the Council’s MRP in a manner that meets relevant accounting and legal requirements whilst not placing unnecessary financial demands on the Council.

### **Budget setting and delivery**

2.51 The Council has focussed its efforts on verifying its March 2021 savings proposals and on generating proposals to achieve the revenue target set for 2022/23. Scrutiny meetings in November, December and January will review budget proposals for 2022/23 and year-to date delivery of revised budgets for 2021/22. *The Council is now preparing reports for approval by Council of the various elements of the budget. This report will set out those decisions that require separate cabinet approval and a timescale for such decisions.*

2.52 In September 2021, the Cabinet received a report from the Director of Finance explaining in detail why current levels of borrowing, coupled with current plans for additional borrowing to finance the approved capital programme, were not affordable. Cabinet therefore approved the following:

- an orderly programme of asset disposals totalling £400-600m over the next five years. These capital receipts will be used to repay external borrowing, which will reduce the impact of debt charges on General Fund revenue budgets.
- significant reductions to the capital programme for the three years to 31 March 2024. Current proposals are to reduce capital spending over the next three years by £93.4m, and the Strategic Acquisitions Programme is being suspended

2.53 *Currently a procurement process is underway to appoint external agents to advise and manage the asset disposal process to obtain best consideration from the asset disposal programme and manage the process in a timely manner.*

2.54 Linked to this, the 2021/22 Treasury Management Strategy which is significantly dependant on levels of capital expenditure and capital receipts, is currently being revised and a new Treasury Management Strategy will be presented to members as part of the developing budget round. Although the Council originally planned to take out £65m of new loans in 2021/22, it now expects to take out no additional borrowing in the current financial year.

2.55 *At 30 June 2021 the Council had £411m of local authority short-term borrowing presenting the Council with a substantial risk of an increase in interest charges if the Council was unable to re-finance the borrowing. To date the Council has been able to successfully re-finance all temporary borrowing as it has fallen due thus reducing the re-financing risk. In addition to work is ongoing to re-profile the cashflow*

*forecast to reflect the reductions in capital and revenue spend arising from the Recovery and Renewal Plan.*

- 2.56 The HRA is projecting a net surplus of £0.7m at the end of the current financial year. This is mainly due to increased income from dwelling rents and reduced staff cost due to vacant posts, partly offset by increased depreciation charges during 2021/22. *The provisional HRA reserves balance is therefore currently forecast to increase to £8.2m by the end of the current financial year after taking account of the Thames Water refund provision and planned repayment of £10m of borrowing.*
- 2.57 The HRA 30-year business plan was not updated before setting the 2021/22 budget and is currently under review. The new HRA business plan will be refined in future months with outcomes reported to members in the New Year as part of the 2022/23 budget setting framework.
- 2.58 *Following one of the CIPFA recommendations, plans are being put in place to develop a balanced MTFs by May 2022. This will cover in detail the financial year 2023/24 – current challenges in going beyond this are the Council is awaiting a response from DLUHC on the support it will receive from them or be authorised to undertake, the local government settlement recently received is for one year only ie 2022/23 and the raft of financial and other challenges that the Council faces mean that achieving a detailed MTFs by May 2022 is not a feasible scenario. The support from DLUHC will also impact on the level of savings required from the Council and thus the savings it needs to plan for. The longer term MTFs will at this stage be a high level framework*

### **Investment in companies**

- 2.59 The Council has eleven companies that are wholly owned, partly owned or are considered to be independent but undertake activities that are related to the Council. Six are non-trading and will be closed down during 2021/22.
- 2.60 A number of issues have been identified, and continue to be identified, in relation to financial planning, reporting and management; governance; scrutiny and oversight; operational effectiveness; commerciality; performance management and risk management. *In response to the Council's financial challenges an options review of SUR LLP has been completed and a number of workstreams are underway to de-risk the Council financial position. In addition there is an ongoing review of the long-term strategy and options for JEH Ltd.*
- 2.61 Given the wide range of issues identified, activity has been prioritised to address a number of governance, financial, management and oversight issues, especially in relation to GRE5 and SUR. A Corporate Oversight Board has been established for SUR and significant progress has been made to GRE5's financial planning and reporting, oversight and critical governance arrangements including the appointment of new directors.
- 2.62 In 2021/22, work will continue to focus on addressing internal and external audit recommendations, exploring opportunities for asset disposals and the release of

asset value, developing exit strategies and strengthening value for money and efficiency.

### **Internal audit and procurement**

- 2.63 *Significant progress has been made in closing down internal audit management actions from previous financial years through frequent liaison with action owners, executive directors and associate directors*
- 2.64 *Work to clear internal audit actions from previous financial years is being given priority, and it should be noted that there are some management actions that relate to some key improvements that will take some time to implement, for example, the actions associated with the council's commercial companies.*
- 2.65 *Work continues to bring in resources to develop and implement the procurement strategy:*
- *the structure of the commercial function, including procurement and contract management has been reviewed and a new structure designed.*
  - *procurement and contract management guidance has been developed in line with the improved contract procedure rules which were approved at full council in November.*
  - *the build of a contracts register continues and use of the council's finance system to manage contracts is being explored, and*
  - *financial regulations are currently being updated.*

### **Financial systems**

- 2.66 The Council uses Agresso for its core financial systems, procurement, payroll and HR. Initially installed in 2016, the system is still fit for purpose but is not currently used to its full capacity. Workstreams are now being established which will allow the Council to:
- use the current system to the best of its capacity
  - ensure that the Agresso system operates effectively and can interface with all other Council systems
  - determine fit for purpose staffing structures, external support contracts and revenue budgets for supporting Agresso in the future, and
  - set up a Project Board to consider and approve any further developmental and project work required to ensure that Agresso remains fit for purpose.
  - *The project on the outstanding development work on Payroll, Human Resources and pivotal Interface and general systems enhancements is set to be completed by the end of January 2021.*
  - *With these enhancements in place the ERP needs to be fully documented in terms of systems and process architecture as this was not done by Arvato when the system was implemented. A lot of processes have been loaded up onto a support database on a ad-hoc basis but an end to solution that encompasses all the processes needs to be pulled together as a single resource base.*



- *The above will mitigate the risk of the over reliance and dependence on external consultants for the running of an ERP that facilitates the running of core council systems. A project plan will be scoped once the development work is complete as at that point a full gap analysis can be instigated and the resourcing capacity (both internal and external) required to complete it in a timely fashion can be determined.*
- *The S151 officer will include a fit for purpose structure for the Core Agresso Team as part of the permanent finance staffing restructure, this will set the framework for the Council to ensure that best practice in relation to the system is adopted across board.*
- *Finance and Procurement Systems Developments and Enhancements will be addressed after March 2022 once the outstanding statutory accounts have been submitted.*

### **Finance team**

- 2.67 There is a very large amount of work to do to rectify previous weaknesses and put the Council on a sound financial footing. The external auditors have recommended that the Council invests significantly in its financial resources and a similar requirement has arisen from the recent CIPFA review.
- 2.68 Although the Council has a number of highly competent individuals now working for it who have proven technical and managerial skills, many of these are employed on an interim basis. There is also a need to fill gaps in the service at a more operational level, which is currently being addressed.
- 2.69 In the longer term, the finance function needs to secure more permanent employees and a new staffing structure is being designed together with a more robust recruitment processes, training and development programmes, and appropriate job descriptions which will be instrumental in taking forward the financial future of the Council.
- 2.70 *The structure of the finance and commercial function, including procurement and contract management has been reviewed and a new structure designed. Job descriptions, person specifications etc are being revised and the necessary materials for consideration and then implementation of the proposals such as FAQs, recruitments processes are likewise being developed. Linked to this a report outlining future options for the internal audit function was reviewed and agreed by the Audit and Corporate Governance Committee at its meeting on 9 December 2021. This recommended bringing the service back in house and was agreed subject to agreement of a revised implementation timeline. Work on the implementation plan including agreement of the structure, job descriptions and recruitment is on-going and will be completed in early 2022.*

### **Dedicated Schools Grant (DSG)**

- 2.71 Local authorities are facing increased demand for places for pupils requiring specialist education provision, which has risen in Slough by 86% since 2015. As well as this significant increase in numbers, the complexity of pupils' needs is also increasing.

- 2.72 The Council's DSG deficit has also been growing. The overall deficit has grown from £4.9m in 2015/16 to £19m at 31 March 2021, and could potentially grow to £42m by 2024/25 if no further action is taken.
- 2.73 All local authorities with DSG deficits are now required to prepare and implement a deficit management plan, although the Department for Education (DfE) recognises that some in some cases it may take several years for the situation to improve.
- 2.74 Slough's deficit management plan was shared with the DfE in July 2021, and the following action has been taken to date:
- data has undergone an initial cleanse, and further work is in hand to ensure that numbers of pupils in receipt of additional funding can be tracked by both setting and by primary need.
  - processes at panel reviews have been amended to ensure more robust, transparent decision making
  - regular reviews now take place to ensure that funding ceases promptly when pupils are no longer in education, or when agreed outcomes have been met.
  - all new independent placements now have independent progress assessments so that contract management and challenge can be more effective.
  - commissioning meetings with all independent providers have begun and will be complete by end of financial year 2021-22
  - partnership working with Adult Social Care has been strengthened to improve post-16 placement and transition planning
  - a Resource Base review has identified 3 provisions that can potentially be redesignated as specialist support units.
- 2.75 *Since November the following actions have occurred:*
- *accruals of £1m of DSG-related expenditure were identified*
  - *to minimise the risk of payments relating to previous years being incorrectly accounted for in the future, a new accruals process has been implemented;*
  - *a process for regular monitoring of expenditure and cost reductions has been implemented; and*
  - *there is now a process for regularly monitoring the quality of data used to manage DSG activity.*

### **Insurance**

- 2.76 *The shortfall in the 2021/22 annual budget for insurance premiums, and the lack of provisions and reserves set aside in the accounts for uninsured claims has been estimated based on advice from our brokers and an amount to cover the shortfall included in the Capitalisation Direction. Provisions and reserves have been included in the accounts based on this advice and these calculations.*
- 2.77 Future years' revenue budgets have been amended to reflect potentially significant annual increases in insurance premiums in the medium term of at least 10 per cent per annum. *This reflects the current marketplace. The insurance renewal process*

*for 2022/23 has begun and will provide greater certainty on the budget implications once completed in March 2022* Also, like many other local authorities, the Council does not currently procure Cyber Insurance cover due to the significant cost of premiums and limited marketplace.

2.78 *The renewal process will ensure that the Council:*

- has appropriate insurance cover, and
- is maximising value for money in terms of both insurance premiums and the cost of settling uninsured claims.

### **Business Planning**

2.79 Work has commenced on drafting of a comprehensive business plan for the Finance and Commercial Services Department. This document *will now be completed in February 2022* and finalised in advance of the new financial year. The plan will cover culture, productivity, training and development, succession planning as well as:

- quantifying the range of technical and operational activities currently being undertaken by each team in the department
- developing a “dashboard” for reporting progress against key targets, objectives and priorities.

### **PFI review**

2.80 The Council has one PFI contract for 3 schools, two of which are now academies, however the 25 year contract still has 14 years left to run and is part funded by grant from central government. A review in 2015 identified scope for financial savings, most of these have now been implemented as envisaged.

2.81 A high-level review of the PFI was undertaken by Grant Thornton in October 2021 which concluded that the contract was generally well managed, schools were physically well-maintained and costs and performance standards were comparable to similar contracts elsewhere.

2.82 *A review of the contract undertaken in November 2021 did not identify any further opportunities for savings.*

2.83 *Work will now be undertaken to produce shadow information in preparation for the formal PFI benchmarking exercise with the provider in May 2022.*

2.84 *A review of the accounting arrangements for the PFI was undertaken to determine whether a PFI sinking fund should be established to re-profile the PFI grant to mirror the profile of the unitary charge over the remaining life of the contract. The costs of setting up a sinking fund outweigh the benefits.*

### **Revenues and benefits**

2.85 The Council commissioned a review of revenues and benefits services which was carried out by CIPFA in July 2021. This review highlighted a number of shortfalls in the current arrangements, including the following:

- the existing structure is not considered fit for purpose and demonstrates a lack of resources, accountability and ownership. Resource issues also exist in key support services such as ICT and logistics which the service relies upon to deliver improvements
- the service is carrying a high level of vacancies and is heavily reliant on temporary staff which is not sustainable either operationally or financially
- management is spread thinly, and no clear action plans exist to support improvements
- IT initiatives are led by the digital team and deliverables and priorities are not agreed with the service which has limited control over issues such as the implementation of IT upgrades or self-service functions.
- a number of key service support contracts are due to expire within months and there is insufficient time to re-tender or consider options which might offer better value for money going forward.

2.86 *These issues have led to backlogs of work and are also impacting other elements of the service such as collection of benefit overpayments and rent arrears. In recent months progress in addressing outstanding workloads has been made. Whilst backlogs still exist the volume of items outstanding has been reduced by 30%. (From 4,660 to 3,273.) The outstanding documents in Council Tax (3,273) reflect the ongoing efforts to increase recovery activity to maximise income for the council.*

2.87 New staff within the Council's corporate finance team have also identified that the Council needs to:

- agree a clear set of aims and objectives for future service delivery, reinforced by Key Performance Indicators
- clarify how shortfalls in performance will be addressed and on what timescales.
- explore ways of making better use of available technology to improve value for money.

2.88 *A detailed action plan has been developed to address all of these issues over the next 12-18 months, Appendix 11 sets out the key themes for improvement across the service.*

2.89 *Authorisation has been sought to procure an ongoing monitoring tool to prevent single person discount fraud and procurement will commence in the new year. This project is expected to increase income to the council by £250k over three years compared to the traditional annual review*

### **CIPFA Report**

2.90 The report following CIPFA's independent review was received by the Council on 22nd October 2021 and largely agrees with the Council's own assessment of its financial position. As shown by Appendix 13, good progress is being made on the

recommendations included in CIPFA's report with 11 out of 12 being actioned to date.

### **MHCLG/DLUHC Report**

- 2.91 The report following the independent review by MHCLG (as it then was) in August 2021 includes 30 separate recommendations and was received on the 25 October 2021. Good progress is being made on most of these with all recommendations relating to Finance now actioned, and all recommendations relating to governance and legal services now in progress with an expected completion date of 31 March 2022 or earlier.
- 2.92 Five recommendations relate to the Council's corporate priorities and the wider corporate culture. These will take longer to address and will be considered following the very recent receipt of the report.

### **Grant Thornton – external recommendations**

- 2.93 Reports have been received from Grant Thornton which include both statutory and non-statutory recommendations. A summarised action plan is set out in Appendix 15 which confirms that:
- all recommendations relating to year end close and technical accounting issues have either already been addressed or are in the processes of being implemented
  - new arrangements have been put in place for reporting financial performance to members and to the Council's senior management team on a regular and consistent basis
  - work to improve governance of Group relationships is well underway but new processes will take time to become embedded
  - work to improve governance arrangements, specifically production of the Annual Governance Statement and evidencing of the Council's Annual Governance Review, is in hand and due to be completed by 31 March 2022
  - improvement work on medium-term financial planning will be linked to the 2022/23 budget preparations.
- 2.94 Work on financial savings has so far focussed on verifying the 2021/22 revenue proposed savings by clarifying specific savings targets for individual directorates and thus facilitating delivery. Longer term savings targets and action plans will be developed as part of medium-term financial planning but achieving cultural change within the organisation will be key to successful delivery.
- 2.95 Similarly, work to address the current low levels of General Fund reserves has so far been primarily focussed on trying to prevent the current situation from deteriorating still further, by managing the current year's budget within available resources. Plans to improve levels of reserves over time will be finalised following discussion with MLUHC about the MRP position and what (if any) extra grant funding might be available. Realistically however, the Council is likely to be in a deficit reserves position on the General Fund for some years to come.

### 3 **Implications of the Report**

#### 3.1 **Financial implications**

3.1.1 These are set out throughout the report. Should the work being undertaken not be completed or be significantly delayed, the Council's financial position would quickly deteriorate and become untenable.

#### 3.2 **Legal implications**

3.2.1 The Council has a number of statutory duties in relation to financial management. These include the following:

- Under Part I of the Local Government Act 1999, 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;
- Under section 31 of the Local Government Finance Act 1992, the requirement to set a balanced budget at the start of each financial year;
- Under section 28 of the Local Government Act 2003, a requirement to review actual expenditure against the approved budget on a regular basis throughout the year and, where it appears that there has been a deterioration in the financial position, a requirement to take such action as is necessary to deal with the situation;
- Under The Accounts and Audit Regulations 2015, a requirement to maintain adequate systems of internal control.

3.2.2 The Council's Constitution, which is based on the requirements of the Local Government Act 2003, requires that decisions in relation to financial management must be taken at specific levels within the organisation, as follows:

- Full Council is responsible for approving the policy and budget setting framework at the start of each financial year. This includes approval of Council Tax increases, revenue and capital budgets, Treasury Management Strategies and capital investment plans.
- Cabinet is then responsible for determining how and when expenditure will be incurred, and what levels of service are provided, so long as this is in accordance with the overall budget framework.
- Part 3 of the Constitution also includes a Scheme of Delegation whereby some decisions can be delegated to individual officers or to senior officers acting as a group.

3.2.3 The Secretary of State for the DLUHC has made a statutory direction under the Local Government Act 1999 on the basis the Council is failing to comply with its requirements under Part 1 of this Act. This requires the Council to take actions as set out in Annex A of the directions, that certain prescribed functions as set out in Annex B shall be exercised by Commissioners from 1 December 2021 and that the Council shall comply with any instructions of the Commissioners in relation to the

exercise of the functions specified in Annex B. The directions remain in force until 30 November 2024.

### 3.3 Risk management implications

3.3.1 There are a range of risks associated with this work. These risks and the mitigations put in place to manage them are set out in Appendix 12. Some of these mitigating actions are already in place, others will take time to develop and embed. This risk assessment will continue to be developed and the position continuously assessed, with regular reporting to members as part of these progress reports.

### 3.4 Environmental implications

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

### 3.5 Equality implications

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

### 3.6 Procurement implications

3.6.1 The proposed asset disposal programme, implementation of the Council's procurement strategy and maintenance or improvements to financial systems will all require the assistance of external specialists who will provide additional skills and capacity not currently available in-house.

3.6.2 Any support obtained from external support consultants will be secured in compliance with the Public Contracts Regulations 2015, Council procurement policies, and within approved budget spending limits.

### 3.7 Workforce implications

3.7.1 No workforce implications have been identified as a direct result of this report. Possible future changes to the staffing structures within Finance functions referred to in this report are subject to future Cabinet reports which will fully consider workforce implications.

### 3.8 Property implications

3.8.1 The asset disposal programme referred to in section xx of this report will directly impact on the Council's property holdings. Full details will be provided via six-monthly progress reports to Cabinet.

## Background Papers

S114 notice  
Grant Thornton 2018/19 audit reports  
2018/19 draft Statement of Accounts  
2021/22 budget reports

**Statement of accounts and year-end close****The position in May 2021**

1. A draft Statement of Accounts for 2018/19 was presented to the Audit and Governance Committee in May 2021. The issues that prevented an audit opinion being given at that time were:
  - a business rates appeal which had not been provided for;
  - impairment of a loan to Slough Children’s Trust; and
  - agreeing a way forward regarding the understatement of minimum revenue provision (MRP) for the period 2016/17 to date.
2. At that point draft financial statements for 2019/20 and 2020/21 had not yet been prepared or audited.

**The new approach**

3. Following discussions between the new Finance team and the external auditors, it was decided that rather than try to address 2018/19 issues in isolation the Council would run both the preparation of 2019/20 and 2020/21 accounts, and the additional work required to address 2018/19 issues, in parallel over the next 10-12 months.
4. Accounting issues are likely to be the same for all three years, therefore it will be quicker and more effective to address them all at the same time. It is likely however that, as a consequence of this approach, a number of further amendments will need to be made to the 2018/19 Statement of Accounts as currently presented.
5. Detailed timetables for work on year-end close have now been finalised and key dates are as follows:

Review 2018/19 accounts and working papers	Completed September 2021
Tackle high risk areas (see below) and draft supporting disclosure notes	October to December 2021 (ongoing)
Prepare 2019/20 and 2020/21 accounts Revisit and amend/update 2018/19 accounts	December 2021 to January 2022 (in hand)
QA/review accounts and working papers	February 2022
Publish 3 year’s statements of accounts	31 March 2022 - audit commences April 2022

6. This work is now well under way and the Corporate Finance team have implemented new ways of working which should not only expedite the audit process but also support the production of more accurate accounts in future. Key improvements made include the following:
  - amending the format of the Council’s Statement of Accounts to improve layout and presentation and to remove unnecessary or duplicated information and disclosures
  - introducing a “whole team” approach to closedown work which now involves all finance staff throughout the Council, particularly business partners and staff in Exchequer and Treasury functions who have previously not been much involved in year-end close. This new approach is upskilling numerous members of staff as well as spreading the workload.



- adopting a “right first time” approach whereby all closedown work is assigned to both a preparer and a reviewer. Reviewers will take responsibility for ensuring that all year end work is completed to the expected standard before draft accounts and working papers are submitted for audit.
- standardising the preparation and filing of supporting information, all of which is now centrally stored so that working papers can be easily located. A comprehensive suite of working paper templates has been introduced so that all information supporting the accounts is provided in a consistent and comprehensible format which meets external audit expectations.
- comprehensive technical guidance and training has been provided to all staff involved in closedown work, through a combination of access to on-line materials and weekly technical briefings via Teams.
- regular meetings now take place between Council staff and external audit to ensure that there is a shared understanding of progress and that where possible any issues identified are resolved at an early stage. One of the key challenges for the Council is managing the volume of audit queries once onsite work commences, therefore a dedicated staffing resource will be put in place to ensure that all queries are monitored and promptly responded to.

## Risk areas

7. The following work has either already been completed or is currently in hand to address high risk accounting areas:
  - *Capital accounting and fixed asset registers* – a major data cleansing exercise is under way to ensure that every entry on the register is accurate, up-to-date and there is evidence of Council ownership. This has identified 40 properties not registered with HM Land registry. Work is ongoing to register these properties in the New Year. An exercise to ensure that HRA assets are reconciled to rent collection data has been completed for the years 2018/19 to 2020/21, and that beacon properties used in the valuation process are representative of the stock currently owned.
  - *Bank reconciliations* – bank reconciliation processes are being simplified and work is underway to close all bank accounts not in regular use.
  - *Debtors and creditors* – all year-end debtor and creditor balances are being reviewed so that uncollectable debtors can be written off and out-of-date creditors can be written back to the General Fund. As part of this process, bad debt provisions have been re-assessed for the collectability of debts and increased as appropriate. All feeder systems are now beginning to be reconciled to Agresso and all suspense and holding account balances are to be cleared.
  - *Group accounts* – the Council has reassessed all of its’ corporate interests and investments against Group accounting requirements. The Council has interests in 11 companies (9 subsidiaries, 1 joint venture and 1 associate. The only company with a different year-end to the Council is the joint venture, SUR LLP, with a 31 December year-end. The Council’s interest in SUR is that of an associate which only requires consolidation on an equity basis (in contrast to line by line for subsidiaries). In view of this there is no benefit to be gained from changing the year-end of SUR LLP to 31 March. Work is ongoing to wind up or dissolve all dormant companies.

- *Financial instruments* -work is being undertaken to revisit the classification and accounting treatment of all financial instruments, together with specific work on PFI and leasing disclosures to ensure that disclosures accurately reflect both current contractual arrangements and current accounting requirements.
- *Minimum Revenue Provision (MRP)* – *MRP has been recalculated for all financial years back to 2008/09 highlighting a cumulative understatement to 31 March 2019 of £33m, and a cumulative understatement to 31 March 2022 of £69m. Discussions are ongoing with DLUHC to address the impact of the understatement of the Council's MRP in a manner that meets relevant accounting and legal requirements whilst not placing unnecessary financial demands on the Council.*
- *Leases* – *in preparation for the introduction of the new leasing accounting standard (IFRS16) from 1 April 2022, work has been initiated with Place Directorate officers to identify all leases and lease type arrangements across the Council. Work is expected to be completed by end of January 2022, but has highlighted that a number of spreadsheet records are being used across Directorates rather than the Council's asset management software. This carries the risk that the spreadsheet records have no audit trail, version control or completeness check.*

## **Budget setting and monitoring**

### **General Fund Budget**

1. In March 2021, the Council approved a balanced budget for the General Fund revenue spending for 2021/22, however this budget was based on delivery of in-year savings totalling £15.6m.
2. A great deal of work has been undertaken since July to verify budgets and savings plans for 2021/22 and this work has identified that:
  - many of the assumptions underpinning this budget were inaccurate and unrealistic
  - the budget did not include adequate set aside for repayment of debt charges (MRP)
  - anticipated savings were not fully supported by realistic delivery plans, nor was the total saving requirement of £15.6m allocated out between spending departments so there was no clear accountability for savings delivery, and
  - as a result of audit changes to the Council's 2018/19 financial statements, there were no available balances.
3. Most of the recent activity within this team has therefore been directed at re-balancing the 2021/22 budget in the light of this new information with a view to ensuring that the Council can still operate within its available resources during the current year and that the cumulative deficit on General Fund balances (currently estimated at £183m at 31 March 2022) does not deteriorate further due to in year budget management.
4. This work has involved:
  - reworking all department revenue budgets in the light of current key assumptions regarding income levels, spending, and demand for services
  - agreeing detailed service targets and delivery plans with budget holders.
5. *The current work is now focused on producing the necessary budget reports for approval by Council in March.* However, this position is heavily dependent on DLUHC's agreement to support the Council which is currently pending discussions with them. Recent reports from CIPFA and DLUHC have emphasised that effective financial management is a corporate responsibility which must involve all members of the Council's senior leadership team and all elected members. Since his appointment in May 2021 the Director of Finance has ensured that each directorate has a Business Partner in post who is able to liaise between spending departments and the Corporate Finance team to deliver this important priority. Work is also ongoing to ensure that spending departments understand the composition of their budgets and take ownership for delivering financial targets once these have been agreed.
6. Since the last progress report, the Corporate Finance team has continued to develop and improve in-year financial reporting.

## **Asset disposal programme**

7. In September 2021, Cabinet received a detailed report explaining why current levels of external borrowing were not sustainable. Members therefore approved an orderly programme of asset disposals totalling £400-600m over the next five years. These capital receipts will be used to fund the capitalisation direction and repay external borrowing, which will reduce the impact of debt charges on General Fund revenue budgets and is a key component of the Council's financial recovery.
8. *Since then, action has been taken to identify potential sites for disposal and to establish a well-documented, transparent and consistent process for and demonstrating that the Council is achieving best consideration for all assets disposed of. Members agreed to procure external expertise with the programme of asset disposals. The procurement process is currently underway using a Homes England select list of 19 accredited asset brokers, valuers and property specialists. 6 firms expressed an interest and invitations to tender have been sought with a closing date in January 2022 with a view to appointing in February 2022.*
9. *In the meantime, officers in the Place Department have undertaken work to ensure that all Council property records are accurate and up to date and all properties registered with HM Land Registry. 40 properties have been identified which had not registered and work has started to get these registered in the New Year. This should expedite future asset disposals.*

## **Capital investment**

10. A three-year capital strategy for 2021/22, 2022/23 and 2023/24 was approved by Council on the 8 March 2021. However, as explained in the s.114 report, neither the capital strategy nor the 2021/22 budget report clearly set out the revenue implications of repaying the borrowing necessary to fund this level of proposed expenditure.
11. Project managers were therefore tasked with reducing the capital programme, so that any new schemes financed by external or unsupported borrowing were removed. As a result, the capital programme for the three years to 31 March 2024 is likely to be reduced by £93.4m and the Strategic Acquisitions Programme, which was established to purchase investment property through external borrowing, has been discontinued.

## **Treasury Management**

12. The 2021/22 Treasury Management Strategy which is significantly dependant on levels of capital expenditure and capital receipts, is currently being revised as the version approved by members in March 2021 is now out of date. A new Treasury Management Strategy will be presented to members in the New Year.
13. Although the Council originally planned to take out £65m of new loans in 2021/22, it now expects to take out no additional borrowing in the current financial year.
14. *At 30 June 2021 the Council had £411m of local authority short-term borrowing presenting the Council with a substantial risk of an increase in interest charges if the Council was unable to re-finance the borrowing. To date the Council has been able to successfully re-finance all temporary borrowing as it has fallen due thus reducing the re-financing risk. In addition to work is ongoing to re-profile the cashflow forecast to*

*reflect the reductions in capital and revenue spend arising from the Recovery and Renewal Plan..*

### **Housing Revenue Account (HRA)**

15. The HRA is projecting a net surplus of £0.7m before repayment of loan debt at the end of the current financial year. This is mainly due to increased income from dwelling rents and reduced staff cost due to vacant posts, partly offset by increased depreciation charges during 2021/22.
16. The HRA is ring-fenced by statute so any net under or overspends at 31 March 2022 must be carried forward within this account and cannot be transferred to other services. *The provisional HRA balance of £17.5m at 31 March 2021 is currently forecast to decrease to £8.2m by the end of the current financial year, primarily because of the planned repayment of £10m of borrowing at the end of the year.*
17. The HRA 30-year business plan was not updated before setting the 2021/22 budget and is currently under review. The new business plan will be refined in future months with outcomes reported to members.

## Interests in companies

### Overview

1. The Council has eleven companies that are wholly owned, partly owned or undertake activities related to the Council. This report relates to trading companies only and excludes Slough Children's First Ltd which was recently established this year, but which will be reviewed following these. These companies are:
  - Ground Rent Estates 5 Limited (GRE5) – Management of the freehold lease for Nova House (100% subsidiary)
  - James Elliman Homes Limited (JEH)- Other letting and operating of own or leased real estate (100% subsidiary)
  - Development Initiative for Slough Housing Company Limited (DISH CL) – Management of affordable properties\*
  - Slough Urban Renewal LLP (SUR) – a joint partnership between Slough Borough Council and Muse Developments (50:50 joint venture)

\* DISH CL leases properties from the Council for affordable homes.

### GRE5

2. Given the known risks associated with the refurbishment works at Nova House and the significant uncertainties with regards to total costs, cost recovery, grant funding, insurance claim and repayment of loans to the Council, GRE5 has been prioritised in recent months.
3. *Since the last update the following progress has been made:*
  - *Two new external director appointments have been made;*
  - *the Council's Shareholder Function has been established. As part of this governance arrangements have been strengthened with regular reporting to the Council;*
  - *a new Statutory Reporting Officer (SRO) has been appointed;*
  - *a draft loan has been produced and is awaiting final seal;*
  - *Homes England Grant Funding Agreement (GFA) has been finalised with all parties but is currently awaiting final signature by Homes England, DLUHC, SUR LLP and GRE5 Ltd;*
  - *ongoing progress with regard to the litigation/insurance claim – expected to continue throughout 21/22;*

### JEH

4. A deep dive review was commissioned in June 2021 to provide further insight into the range of issues identified by internal audit. Key progress includes the following:
  - *two new JEH directors have been appointed and have had induction training; regular board meetings have been set up to start from January 2022*
  - *Local Partnerships have started their review of the future options for JEH and are due to report at the end of February;*

- *Some internal audit comments have been actioned and work continues to address all outstanding recommendations*
- *Operational changes to improve tenancy management, debt recovery and maintenance matters – remains ongoing;*

## **SUR**

5. SUR is a major strategic partner with a number of Council landholdings “opted” to the company under the terms of a Partnership Agreement. Progress made includes:
- *A series of changes have been made to remove and appoint new Directors;*
  - *Partnership meetings have been reinstated in line with the terms of the Partnership Agreement;*
  - *Performance management arrangements within the Council in respect of SUR have been regularised;*
  - *Ongoing due diligence and engagement with Homes England with regard to the disposal of the NWQ site;*
  - *Ongoing engagement with Muse Ltd and advisors on the disposal of key sites optioned to SUR LLP;*
  - *Agreement of key principles with Muse Ltd with regard to the Council’s future relationship with SUR LLP.*

## **DISH**

6. Following a recent internal audit report, Local Partnerships undertook a high level governance review to enable a more risk based approach to be taken re the prioritisation of actions across the Council’s housing companies. As a result, some minor action has been taken although a more far-reaching review is likely to be undertaken to consider the ongoing requirement for DISH and its associated companies.

## **Procurement and Internal Audit**

### **Procurement Strategy**

1. *Work continues to bring in resources to develop and implement the procurement strategy.*
2. *The structure of the commercial function, including procurement and contract management has been reviewed and a new structure designed.*
3. *Work to procure specialist management consultancy to plug resource gaps during the transition of a permanent team is underway, and this resource will also be used to support future complex procurement projects where the resource is not held in house.*

### **Joint Procurement and Contract Management guidance**

4. *Procurement and Contract Management guidance and practice notes have been prepared, including the improvements to the Contract Procedure Rules In particular, processes associated with higher volume, but lower level spend have been implemented..*

### **Contract Management**

5. *Build of a contracts register is progressing. IT has been completed and Place Directorate contracts are being implemented.*
6. *The use of the Council's finance system to manage contracts is being explored and is on the plan of improvements in this area.*

### **Contract Procedure Rules and Financial Regulations**

7. *Improved Contract Procedure Rules were approved by Full Council on 23 November 2021.*
8. *Improvements include the raising of thresholds to allow more flexibility in procuring and lower levels, distinguishing between services and works and ensuring the appropriate controls are in place.*
9. *A timeline for implementation of improved financial regulations is also in place, with an aim to adopt and implement them from 1 April 2022.*

### **Internal Audit – Independent Review**

10. *Following the recommendation in the CIPFA report relating to Internal Audit the Council deployed resources to undertake a review of the Internal Audit Function. A detailed options appraisal was presented to the Audit and Corporate Governance Committee at its meeting on 9 December 2021. The recommendation to bring the internal audit function in-house was accepted by the Committee subject to comments by the Lead Commissioner on the achievability of the timeline outlined in the report. A further paper is being drafted to add additional detail so the proposal can progress as swiftly as possible.*



## Internal Audit actions

11. 179 Internal Audit recommendations have been implemented since 1 April 2021. However as at 30 November 2021, 75 outstanding recommendations were overdue. These mostly related to reports issued in previous financial years. All actions have been reviewed and target dates assigned.

### Summary across all Audits (including 2021/22)

Status	Total Actions	High	Medium	Low
Not Due	85	10	48	27
Overdue	75	4	35	36
Complete	179*	19	76*	84*
<b>Total</b>	<b>339</b>	<b>33</b>	<b>159</b>	<b>147</b>

\*includes no longer relevant

12. The Risk and Audit Board monitors outstanding internal audit actions and has representation across directorates who take responsibility for ensuring actions are implemented and closed in a timely way.
13. Progress on the implementation of all management actions made is regularly monitored, priority is focussed on high and medium rated actions, as well as those audits where a partial or no assurance opinion was given.
14. Work to clear actions from previous financial years is also being given priority, and it should be noted that there are some management actions that relate to some key improvements that will take some time to implement, for example, the actions associated with the council's commercial companies.

### Internal Audits 2021/22

15. To date eight audits have been finalised (as at 30 November 2021). RSM have scheduled a further 26 audits to be completed up to 31 March 2022.
16. Officers continue to have regular dialogue with Internal Audit regarding the content and scope of these audits.

## Financial Systems

### Current Status

1. 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.

### Background Information

2. It has, been established that SBC does not have a contract with Myriad, but Myriad have been supplying consultants and a project manager / Solutions architect for over 3 years to manage Agresso Systems development mainly in HR and Payroll with minimal development in Finance and have assumed overall responsibility for supporting Agresso for the SBC and Schools Trust clients.
3. SBC does not currently have sufficient resources in place to manage the various development work that has gone into the system, and this is currently hindering SBC's ability to deal with basic functionality and reporting as it relates to core systems such as payroll, HR, Finance.
4. The Myriad consultants currently have a monopoly on a lot of the knowledge required for SBC to function as an independent entity and currently work is being focussed on finalising the project work in payroll and HR and harmonising systems access issues.
5. This is a significant risk to SBC as now the Myriad Consultants are Key People Risks as though they were not involved in the initial systems implementation, they have been responsible for all development from 2017.
6. The recently concluded contractual dispute with the original vendor (Arvato) did not include them supplying systems documentation so as it stands there is no formal documentation as to what's been implemented. This is another major risk as
7. From the above there needs to be another project phase which will include
  - Full Systems Documentation
  - Full Process Documentation (At the moment only development work that Myriad Consultants have carried out has been documented)
  - Knowledge Transfer such that an SBC role has responsibility for each significant process and the administration thereof is visible to all.
8. Updates on Information Provided to last Council Meeting
  - *SBC agreeing with Myriad (Project Manager) 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. This analysis is now finalised and the current indication post the review of resource availability and SBC requirements is that the project development will be complete by January 2022.*

*Update: HR, Payroll & agreed elements of IT related development work is scheduled to be completed by the end of January 2022.*

*It is imperative that SBC improves its utilisation of the ERP system, but the team's current main priority is completing the 3 outstanding sets of accounts (18/19, 19/20 & 20/21) by March 2022. Resources will be freed up from April 2022 to deal with the items listed below.*

- *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. Consultation with stakeholders will continue and Unit 4 solution providers will be invited to tender for the agreed scope of works.*
- *Ascertaining the current costs of support and development work and providing a forecast of potential savings and realistic budgets for the next 2 financial years.*
- *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.*
- *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.*
- *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.*

**Finance Team**

1. The Council's 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
2. The Council's auditors, Grant Thornton(GT), have issued statutory recommendations to the effect that the Council should have sufficient skilled resources to support not just the production and audit of year-end accounts but also to improve in-year financial management. GT have also issued a second recommendation that the Council should invest significantly in the Finance service.
3. The recent CIPFA report has also recommended that the Council enhance financial capacity.
4. *Work is to be completed in January 2022 on a new fully costed departmental structure for the Finance department. Job descriptions and key tasks have been developed for all grades and these will be subject to final review and sign off in January 2022. The structure will then be subject to evaluation and consultation during February 2022 with a view to agreement and final sign off in March. This should enable recruitment to full-time positions to begin in April.*
5. *The development of a finance function with permanent employees and less reliance on interim appointments that has robust recruitment, training and development programmes will be instrumental to securing the financial future of the Council.*
6. *Although the Council has a number of highly competent individuals now working for it who have proven technical and managerial skills, many of these continue to be employed on an interim basis. There is also a need to fill gaps in the service at a more operational level, which is also currently being addressed. Both of these issues remain a risk for the Council in the short term, but they should be able to be mitigated through the recruitment process.*

## Dedicated Schools Grant (DSG)

### Issues and past practice

1. Since the implementation of the Special Educational Needs and Disability (SEND) reforms as part of the Children & Families Act 2014, there has been a nationwide trend towards increased numbers of Children & Young People (CYP) being assessed for, and being issued with, an Education and Healthcare Plan (EHCP). In the last 3 years in Slough, the number of CYP with an EHCP has increased from 1,243 to 1,532 (an average increase of 7.7% per year).
2. The Council's DSG deficit has also been growing since 2015/16, mainly due to the pressures for additional funding in this area. The overall deficit has grown from £4.9m in 2015/16 to £19m at 31 March 2021, and could potentially grow to £42m by 2024/25 if no mitigating action was taken.
3. All local authorities with DSG deficits are now required to prepare and implement a deficit management plan, although the Department for Education (DfE) recognises that some in some cases it may take several years for the situation to improve. Slough's deficit management plan was shared with the DfE in July 2021. Actions to manage demand for EHCP funding and address the DSG deficit are included in this plan as follows:
  - SEND panels should ensure more robust, transparent decision-making, with commissioning professionals and/or finance officers in attendance
  - all SEND data must be accurate and up to date
  - funding should be ceased promptly when CYP are no longer in education, employment or training and/or their outcomes have been met.
  - there should be a clearer focus on more effective transition planning for post-16 and Preparation for Adulthood for CYP with EHCPs
  - establish a more robust commissioning framework for therapies (particularly speech and language)
  - development of in-borough provision to meet needs of specific SEND cohorts, reducing numbers of specialist setting and out of area placements.
  - Improve contract monitoring with independent providers.
  - audit current banding models to identify potential alternative systems for funding EHCP top-ups in mainstream, specialist resourced provision and special schools.

### Risks

4. *Following a recent SEND Local Area Inspection we have now received their final report, which was published in November 2021. This has outlined further areas of concern that have implications for cost reductions in the current Management Plan. It has also highlighted a need for SEND strategic and operational activities to be appropriately resourced, in order to ensure that SEND Reforms are delivered which fully comply statutory requirements, and Management Plan objectives are implemented and sustained.*

5. The other key risk is regarding the assumptions made that underpin the management plan. Assumptions have been informed by all available information including past trends. However given the number of variables and external factors involved, assumptions are likely to change and will continue to be reviewed as new information becomes available and will be reflected in the periodic updates to the management plan to help inform future decision making

### **Progress to date**

6. Progress to date is outlined below:

- All new independent placements now have formal contracts and independent progress assessments so that contract management and challenge can be more effective.
- All SEND data has undergone an initial cleanse, and further work is in hand to ensure that numbers of pupils in receipt of additional funding can be tracked by both setting and by primary need
- Commissioner meetings with all independent providers have begun and will be complete by end of financial year 2021-22
- More robust and transparent processes at SEND panels have been implemented.
- Partnership working with Adult Social Care has been strengthened to improve post-16 placement and transition planning
- A Resource Base review has identified 3 provisions that can potentially be redesignated as SEN Units, which will strengthen the process of ensuring that CYP with SEND are matched to appropriate provision. SLAs are being scrutinised by legal, and the schools involved are liaising with SEND Commissioner re consultation process. This piece of work is expected to be completed by end of current financial year.
- A new SEND Team Leader for post-14 has identified and begun to action EHCPs that the LA should cease to maintain.
- *New service level agreements have been established clarifying designation, admissions criteria and contract monitoring requirements.*
- *A new process to improve governance arrangement has been implemented*
- *To minimise the risk of mis-reporting expenditure in the future, a new accruals process has been implemented and revised arrangements for regular monitoring of expenditure and cost reductions.*

**Insurance**

1. The Council currently has a three-year Long-Term Agreement (LTA) in place with its insurers for the majority of its insurance covers. This agreement concludes on 31 March 2022, although for most covers there is contractually a two- year extension option to 2024. Such agreements are designed to give some certainty of premium costs and to shield against the impact of market movements. The current global insurance market is the most challenging for decades and this is significantly impacting premiums and cover.
2. *The renewal process for the 2022/23 insurance cover began in December 2021 and will complete in March 2022. Submission of renewal data has already taken place for Slough Children's First in consultation with the Company. Data for the general renewals is to be completed by mid to late January for submission to brokers and insurers during February.*
3. Slough renews its insurance annually. The last renewal on 31 March 2021 resulted in an 8.8 per cent increase in total premium costs to £1.223m including Insurance Premium Tax. There are a number of risks relating to the Council's insurance position that are currently being examined. Most notably:
  - a review of the insurance covers needs to be undertaken to ensure the Council is optimising investment in insurance;
  - there is a shortfall in the 2021/22 annual budget provision for premium costs and cost of claims;
  - there are currently no provisions or reserves set aside in the accounts for insurance claims;
  - future budgets will need to reflect potentially significant annual increases in insurance premiums in the medium term of at least 10 per cent per annum;
  - the Council, like many others, does not currently procure Cyber Insurance cover due to the significant cost of premiums and limited marketplace.
  - there are challenges in recruiting to the specialist risk and insurance manager post, which has been vacant since August.
4. To mitigate these risks, a review is being undertaken of the current insurance provision and an analysis of current and historical claims in order to establish an optimal position. This review has commenced and will be finalised alongside the completion of the insurance renewal by 31 March 2022.
5. The various financial pressures are being built into the budget and the capitalisation direction.
6. The Council's insurers offer a free of charge Cyber Security review and officers are investigating this being undertaken as a matter of urgency. A decision will then be taken as to whether insurance is a cost-effective response to the risk.
7. *The Council has successfully recruited a very experienced Risk and Insurance lead on an initial temporary contract until 31 March 2022. This will allow for completion of the departmental re-organisation to be confirmed before making a permanent*

*appointment. It will also enable focus on the current backlog of insurance matters and the completion of renewal documents ahead of the 2022 renewal process.*



## **Finance and Commercial Services – Business Planning**

1. Work has commenced on a comprehensive business plan for the Finance and Commercial Services Department. *This document has been slightly delayed due to competing priorities but is on track to be drafted in February 2022 and finalised in advance of the new financial year.* The plan will set out the following:
  - Vision – will set a clear direction and ambition for the service that is achievable but challenging.
  - Achievements in 2020/21 and an overview of the current service provision – despite the issues raised in various reports the department has continued to deliver services during the past year and will reflect on achievements whilst being realistic about the challenges that lay ahead.
  - Key objectives for 2022/23 and beyond –recognising that there is a lot to do but have started on the journey and with appropriate support it is believed that significant change can be made whilst being realistic about the timescales and the environment in which we are operating.
  - What will be delivered in the short, medium and long-term will support achievement of the corporate plan objectives and improve the department to provide the high-quality service that is expected.
  - Operating Context will outline the financial position, set out how the department will work with customers, its people, and how it will embark on making the cultural changes required to achieve the vision.
2. It is recognised that the people and culture change required to achieve ambitions is a crucial part of the plan. There will be a particular focus on our people and their development. Significant investment will be made in recruiting permanent staff to all posts and providing a tailored training and development programme as part of our People strategy.
3. The training and development strategy will seek to embed a coaching and mentoring culture, will focus on succession planning and talent management, and will embed learning through tailored development plans and a range of other activities that will equip people to deliver the best-in-class service the Council requires.
4. The Council will embed an ethos of continuous learning through robust analysis and monitoring of productivity. Given the challenges faced the approach to productivity will be used as a means of adding value and stimulating innovation in order generate efficiencies whilst maintaining workforce motivation.
5. Finally, the service will measure and manage performance whilst ensuring a high level of communication and feedback is maintained so it can be agile and embed any learning for its future development.

## Review of Schools PFI Contract

### Work done to date

1. The Council has a 29-year PFI contract for three schools that it signed in 2006, two of these schools are now academies.
2. The contract is managed for the Council two days per week by a specialist consultancy, Castle Gate Legal & Commercial Ltd. Although this arrangement works well, as a result there is no expertise within the Council about the contract or how it operates.
3. The contract expires in 2035 and has 14 years left to run. The cost for 2021/22 is £6.9m. The is part-funded by government grant of £3.9m, charges to the schools and a residual charge of approximately £1m pa.
4. In most schools PFI contracts there are affordability gaps, some are charged to revenue accounts and some to the Dedicated Schools Grant (DSG). At the start of the contract an element of the cost of the PFI was charged to the DSG but the schools forum decided at a meeting on 16.01.2019 that they could no longer fund this, and all residual costs are now charged to the Council's revenue budget.
5. The costs of the PFI increase each year with inflation as do the charges to schools. However, the government grant is fixed for the entire period meaning the costs for the council will increase over time above inflation as it will need to cover the increased shortfall on the overall contract.
6. Local Authorities when they set-up PFI contracts allow for the fixed nature of the government grant when they account for the scheme, setting aside an element of the fixed government grant in the early years of the scheme to fund the additional costs at the end in a sinking fund. This balances out the costs of the scheme over its life and allows for any exit costs at the end of the scheme. The Council has not done this, so financial pressures on the Council will increase in years to come as the Council has already received the financial benefit inherent in the early years of the contract.
7. In 2015 a review of the contract was undertaken to determine the scope for financial savings, most recommendations were implemented as agreed.
8. A high-level review of the PFI was undertaken by Grant Thornton in October 2021 and concluded that:
  - the contract manager had a deep understanding of the PFI contract and its related parties, and had worked hard to maintain a healthy, collaborative relationship with the operator and the schools
  - schools are in good condition, both structurally and in terms of maintenance
  - there was no evidence that contract terms and conditions were not being complied with, and
  - costs and performance standards were comparable to similar contracts elsewhere.

9. Representations were made to the DfE in the Summer of 2021 asking for recognition that future grant settlements recognise the affordability gap of schools PFI on certain councils.
10. *A review of the contract undertaken in November 2021 did not identify any further opportunities for savings.*
11. *A review of the accounting arrangements for the PFI was undertaken to determine whether a PFI sinking fund should be established to re-profile the PFI grant to mirror the profile of the unitary charge over the remaining life of the contract. The costs of setting up a sinking fund outweigh the benefits*

#### **Further Work Planned**

12. *Work will now be undertaken to produce shadow information in preparation for the formal PFI benchmarking exercise with the provider in May 2022..*
13. Consideration will also be given to how expertise in the PFI scheme can be widened in the permanent finance and service team.

## **Revenues and Benefits**

### **Introduction**

1. Following the return of the service to Council control in late 2019 it has become clear that the current structure and approach is not resilient enough to deliver either operational resilience or value for money. The Council commissioned a review of the revenues service by CIPFA in July 2021 and it highlighted a number of key shortfalls in the current arrangements. These included the following:
  - The existing structure is not considered fit for purpose with a lack of resource, accountability and ownership. Resource issues also exist in key support services such as ICT and logistics
  - The service is carrying a high level of vacancies and is heavily reliant on temporary staff without the appropriate budgets to sustain this.
  - No clear improvement plans are in place.
  - IT initiatives are led by the digital team and not agreed with the service.
  - A number of key service contracts are due to expire within months and there is insufficient time to re-tender.
  - The service has limited control over issues such as the implementation of IT upgrades or self-service functions and this has led to work backlogs.
2. Many of these issues also are impacting the other elements of the service including the collection of benefit overpayments and rent arrears.

### **Aims for the service**

3. The service needs to have a clear set of aims and objectives for its future delivery. These should be
  - Delivering an efficient and value for money service to Slough residents
  - Increasing in year Council Tax, Business Rate and Rents collection rates
  - Reducing outstanding arrears and tackling persistent non-payers.
  - Improving benefits processing times and accuracy rates
  - Providing digital access to services for residents that want to use it
  - Maximising the use of technology to deliver greater automation of high volume transactional activities.
  - Having a permanent trained workforce whose costs are comparable with statistical neighbours
4. Individual KPI's currently exist but will be reviewed in line with performance of comparator authorities to ensure the expectations for the service remain stretching but realistic. A report was taken to the Customer & Community Scrutiny Panel on the 8th December that outlined the current performance and the existing targets.

## How does the service address these shortfalls and what actions should be taken?

5. Key areas have been identified for improvement and include:
  - Back office automation to deal with standard, high volume transactions such as Council tax moves, DD set ups etc. Benefit VEP processing, Universal Credit transactions and change of circumstances
  - Increase self-service options to reduce document flow and help to deliver reductions in call volumes for customer services
  - Proactive collection activities eg outbound calling, SMS and Email collection campaigns
  - Creation of a specialist debt collection team to chase older debt on an invest to save basis
  - The move to a robust and fully supported cloud-based system or modern in-house solution
  - Robust approach to procurement, stop rolling contracts etc.
  - Clear down of long running data quality issues
  - Recruitment and retention issues and creation of an apprenticeship programme to create pipeline of staffing and improved resilience
  - Secure a flexible resource support to reduce need for agency staff
6. In order to ensure that the service has a clear view of the activities that need to be delivered and that it can identify its priorities an action plan has been developed which is split into two overlapping elements
  - actions to address the recommendations made in the CIPFA Revenue Service review
  - actions required to modernise and deliver a robust, resilient service that is fit for purpose
7. *All of these action points are due to implemented in the next 12-18 months. Initial costings for all of the actions included have now been finalised and authorisation for the expenditure is being sought.*
8. *Potential suppliers for the technology elements of the improvement plan have been identified and an analysis of the cost and benefits of these investments has been undertaken. The service will commence procurement of the relevant services during the early part of 2022 subject to funding being agreed.*
9. *Funding for the procurement of a monitoring tool to reduce single person discount fraud has been agreed and procurement will commence during January 22. This project is aiming to deliver an increase in council tax receipts of £250k over 3 years.*
10. *Other priority actions that will assist with income collection and debt reduction are being implemented. During the remainder of the 2021/22 year actions will be taken to address unpaid current year debt and to pursue employers who have not made payments in respect of attachments of earnings.*

11. *The service is seeing increasing covid related pressures and will also be administering the latest grants announced 21<sup>st</sup> December 2021 to support the retail and hospitality sector. It will also be managing an increasing demand for self-isolation support and the discretionary elements of the household support grant. All will impact the services workloads and its resourcing*

## Risk management

- There are a range of risks associated with this report. Risk identified to date have been listed below, together with the mitigations put in place to manage these risks down to acceptable levels. Some of these mitigations are already in place, others will take time to implement and embed. All risks and mitigations will change and develop over time and the current position will need to be continuously assessed

Risk	RAG Before Mitigation	Mitigation	RAG After Mitigation
DLUHC/CIPFA/Grant Thornton may not have confidence that the Council can address all the matters to the quality and in the time needed	Red	Employment of new finance team Employment of temporary additional resource Creation of appropriate permanent finance structure External review comments on the newly instigated finance service	Green
Accounts not completed	Red	Employment of national experts Creation of robust project plan as developed and successfully used elsewhere Utilisation of proven whole team methodology Ongoing engagement with external audit Extensive training	Green
Budget may not be brought into balance	Red	Development of more rigorous processes and timelines Continuous weekly meetings at all levels – officers and Members from July Proposal for asset sale process at a level that will have a material impact on borrowing levels in the longer term Cleansing of all budgets over the coming 18 months Major reductions in the capital programme Agreement from all involved that all matters have to be considered	Green/Amber
Weaknesses in Council's strategic use of companies, governance, management, financial reporting and performance management continue	Red	Holistic reviews of all companies planned and in some cases underway Some issues already being addressed through Cabinet and Council. (Others will take place over the coming 18 months)	Green
Internal Audit reviews not actioned or consider the holistic requirements of the Council	Red	Pro active management of internal audit now taking place and chasing down of responses to and implementation of actions	Green
Systems continue to fall behind the latest version, development work is not taken forward and priorities are not identified or resourced	Red	Structure, resources and practices are under review and will be analysed, reviewed and assessed to address the issues	Green
Finance Team reverts back to being under resourced and under skilled	Red	Current team of interims are secured for the short to medium term Skills transfer takes place which is already underway Training is developed which is underway Additional required temporary and permanent resources are identified and secured	Green
Poor financial management practises continue  New practices are not embedded	Red	Range of new processes introduced on a phased basis Officers trained in the new approaches	Green

## Response to CIPFA review

Recommendation	Action taken	Responsible officer	End Date
<b>Strengthening Financial Sustainability</b>			
<b>A On future sustainability:</b> Establish a detailed plan to close its short and long-term budget gap			
The S151 Officer present their plan for the for the steps that they need to take to rebalance the budget to Council in October and seek Council approval for the Plan.	The recovery and renewal plan was approved by full Council on the 23 September 2021	S Mair	Initially September 2021 and continuously thereafter
The Council produces an outline plan to close its identified budget gap for 2022-23 (before taking account of additional Section 114 liabilities) by November 2021.	Work has taken place throughout the summer and the first tranche of budget savings are being tabled at Scrutiny in November 2021 with the balance being tabled in December 2021 and January 2022	S Mair/EDs	November, December, January 2021/22
The Council produces a longer-term outline plan for closing the MTFS budget gap by December 2021.	Plans in place to update the outline MTFS in line with December Settlement. Planned for Council in March 2022	S Mair/EDs	March 2022
The Council produces detailed delivery plans for savings required over the MTFS by May 2022.	This is contingent on the MTFS and whether DLUHC provide just a one year settlement or a multi-year settlement. The recovery and renewal plan requires completion by May 2022	S Mair/EDs	May 2022
<b>B On future sustainability:</b> Establish a high-level risk register			
The Council reviews the existing risk register to identify the high-level risks facing the organisation and assigns a senior risk owner to each risk	<i>The Council's risk register has been reviewed, the second iteration was presented to Audit and Corporate Governance Committee on 9<sup>th</sup> December. A senior risk owner is assigned to each risk. The register includes assessment of strategic risk and is reviewed on a monthly basis by the officer risk and audit</i>	S Mair/EDs	March 2022



	<i>board, which has representation from all council directorates.</i>		
<b>C On Commercial activities and borrowing:</b> Set limits on future borrowing and capital spending			
The Council sets very tight limits for future borrowing to enable it to better manage the subsequent revenue cost of repaying such debts.	The Capital Programme is being scaled back from £128m for 2021/22 to £60m, and the reliance on borrowing from £68m to £12m	S Mair/EDs	March 2022
The Council restricts investment in its capital programme to essential schemes as identified above.	The Capital Programme review has focussed on only retaining schemes where there is a health and safety or legal obligation	S Mair/EDs	March 2022
<b>D On commercial activities and borrowing:</b> Gain increased assurance concerning the potential scale of past and future liabilities.			
The Council further reviews the risk-based approach to identifying liabilities to enable it to improve its assurance around the size and scale of current and future liabilities before it sets the budget for 2022-23.	Since the CIPFA report was drafted work has been completed to assess the full scale of liabilities – past, current and future. This covers not only capital finance but also provisions eg GRE 5 and others	S Mair	July 2021 November 2021 March 2022
<b>E On Assets:</b> Develop an outline disposal plan			
The Council considers at an early stage its approach to asset disposals and how it will secure the necessary expertise that it needs to achieve best value.	The Council approved the procurement of external advisors in September to assist with the asset disposal programme. Process to procure is ongoing. Local Partnerships Ltd have been engaged to provide options for disposing of James Elliman Homes Ltd. Montague Evans commissioned for options for SUR LLP to explore sale of sites to Homes England	S Mair/R West	June 2021 September 2021
<b>Strengthening Financial Governance and Oversight</b>			
<b>F Raise Member awareness of the scale of the financial challenge and its implication</b>			
Mandatory briefings are provided to all Members on the Council's financial challenge.	Financial briefings provided weekly by s.151 officer and to each Full Council meeting	S Mair	Continuous

Specific further training is provided to members of the Audit Committee to raise further awareness of their governance role and that this training is repeated as part of the induction process for all new members when they join.	Programme of member training being developed in conjunction with the Monitoring Officer. <i>A report on a proposed training programme was on the agenda for Audit &amp; Corporate Governance Committee on 9 December and following comments from the Lead Commissioner will be considered at an extraordinary meeting of the committee on 18 January 2022</i>	S Mair/A Wakefield	Start January 2022
<b>G Address immediate Financial Governance risks</b>			
The Council restores key controls within its Financial Management System as set out above.	<i>Work is in progress and is being addressed daily as anomalies come to light. The latest restructure has been implemented but due, in the main, to vacant posts, updates are still being addressed. The full documentation of the system should assist with addressing outstanding issues</i>	S Mair	March 2022
The Council reviews financial regulations in the medium term	Complete review underway and includes alignment with the recently updated (June 2021) Scheme of Delegation.	S Mair	March 2022
The Council sets out clearly the financial responsibilities of all new staff, interim and agency staff when they commence work with the Council.	The updated Financial Regulations will cover this. Additional briefings required for interim and current staff	S Mair	March 2022
<b>H Prepare an Annual Governance Statement for 2020-21</b>			
An Updated Annual Governance Statement and Action Plan should be prepared for consideration by the Audit and Governance Committee by December 2021.	<i>Draft document completed and to be shared with Executive Management Board for their input in January 2022..</i>	S Mair	January 2022
<b>I Undertake an independent review of the Procurement Function</b>			
The Council commission a separate independent review of the procurement function, rather	<i>Structure of the commercial function, including procurement and contract management has been reviewed and a new structure designed.</i>	S Mair	February 2022

than including this within the annual internal audit plan.	<i>Work to procure specialist management consultancy to plug resource gaps during the transition of a permanent team is underway, and this resource will also be used to support future complex procurement projects where the resource is not held in house.</i>		
<b>J Review the provision of Internal Audit</b>			
The Council commissions an independent review of the internal audit arrangements to ensure that they are effective and provide sufficient coverage to give it the assurance that it needs during this period of financial challenge.	<i>A Structure of internal audit options appraisal paper was presented to Audit and Corporate Governance Committee on 9<sup>th</sup> December. This included fully costed plans to establish a best practice function.</i>	S Mair	December 2021
<b>K Enhance Financial Capacity</b>			
The S.151 Officer reviews the level of resource required to deliver his plan for restoring sound financial management	Business plan agreed for additional resource through to March 2023. Permanent structure being worked up based on good practice elsewhere Wider business plan for Finance being developed.	S Mair	October 2021 and continuous
The organisation makes further provision to enhance the capacity within the finance team including exploring other delivery avenues e.g. shared services	Ditto	S Mair	December 2022
The Council commissions an independent review to demonstrate that financial procedures and processes are robust by May 2023.	O/S – not yet due		March 2023
<b>L Stabilise the Finance Leadership Team</b>			
The S.151 officer immediately commences the appointment process for a permanent Deputy S151 Officer.	Appointment of a permanent deputy s.151 officer pending completion of the finance structure	S Mair	As part of restructure noted above

The Council seeks to negotiate the contract terms for the S151 officer and his team to extend the current notice period.	Pending		
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## Response to DLUHC Governance Review

4. Governance recommendations	P=Priority action M=Medium term action	Action Taken	Responsible Officer	Date
1. Re focus the 'Our Futures' programme on bottom-up service reform and widen the project board membership to include Executive Directors and service leads in key service areas.	P	Report received 25/10/21. The Executive Board will be considering this proposal and actioning proposals to take this forward	EDs	Imminent
2. Undertake a pragmatic, rapid risk assessment of the functional capability of each service area identifying the gaps in capacity and capability. This process needs to be owned by the organisation. Junior managers and front-line colleagues should be involved in contributing to the way forward.	P	<p>Finance Action Plan has been developed reflecting the risks facing the Finance function and is being reviewed monthly</p> <p><i>Democratic Services review is underway and an independent Scrutiny Improvement Review is being carried out by the Centre for Governance and Scrutiny (CfGS)</i></p> <p><i>Corporate Operations have begun work on this</i></p> <p><i>Through the data and insight plan there has been a draft assessment of opportunity and risk strategically and within priority service areas. A refresh of the risk assessment and improvement plan for 2022/23-2024/25 actions is underway. A new Data Strategy Group will be formed early in</i></p>	<p>S Mair</p> <p>R West, A Sinclair, A Adams</p>	Continuous

		<p><i>2022 to coordinate data and insight improvements.</i></p> <p><i>The finance assessment is being undertaken using the work reported though this report and the developing restructure</i></p>		
<p>3. Prioritise the service areas to be addressed and determine a rigorous plan and allocate resource accordingly. Examples of service areas to be prioritised would be finance, revenue and benefits, IT and democratic services, including scrutiny.</p>	<b>P</b>	<p>Finance Action Plan has been developed and is being reviewed monthly</p> <p><i>Democratic Services review is underway and an independent Scrutiny Improvement Review is being carried out by the CfGS</i></p> <p><i>The finance assessment is being undertaken using the work reported though this report and the developing restructure</i></p> <p><i>Priority focus is on ICT as the service is in critical need of resource, capacity and resilience. Currently there is heavy reliance on interims - making up over 50% of the current establishment</i></p> <ul style="list-style-type: none"> <li>• <i>Draft design structure developed within a detailed ICT Business case</i></li> <li>• <i>Business case has been Independently reviewed through LGA technical support</i></li> </ul> <p><i>Elections</i></p> <ul style="list-style-type: none"> <li>• <i>RO - being sought through the AEA to support election process from March - May</i></li> </ul>	<p>S Mair</p> <p>S Mair/A Wakefield</p>	<p>Continuous</p> <p>Continuous</p>

		<p><i>Business Support</i></p> <ul style="list-style-type: none"> <li><i>All staff are moving back to their respective areas - small corporate cohort of officers managing the day to day operational management of corporate contracts, will be upskilled to provide support to elections - so savings can be proposed in the service</i></li> <li><i>Small cohort of officers also providing corporate support</i></li> </ul>		
4. Encourage distributed leadership and a permission culture to enable staff at all levels to take rapid decisions to improve services. This will be difficult at the moment due to the Expenditure Panel process.	<b>M</b>	Report received 25/10/21. The Executive Board will be considering this proposal and actioning proposals to take this forward	EDs	Imminent
5. With regard to recommendations 1 to 4, prioritise permanent recruitment and/or longer-term contract status of all relevant interim positions. In particular, the interim s.151 officer, DPH consultant and the Director of Children's Services. Confirming interim positions at junior manager and front-line level is as important. The CIPFA report refers to appointing a permanent Deputy section 151 officer.	<b>P</b>	<p><i>Deputy S151 will be addressed through the restructure of the finance service</i></p> <p>Report received 25/10/21. The Executive Board will be considering this proposal and actioning proposals to take this forward</p>	<p>S Mair</p> <p>EDs</p>	<p>March 2022</p> <p>Imminent</p>

6. Identify permanent statutory post holders within the new scheme of delegation.	<b>P</b>	The Financial Regulations are currently being reviewed to align with the Scheme of Delegation revised in July 2021.	S Mair	March 2022
7. The new Monitoring Officer (MO) is due to (correctly) report directly to the CEO. The new Monitoring Officer should also manage democratic services.	<b>P</b>	New MO appointed October 2021. Current CEO away from work and MO reporting direct to s151 Officer. MO assumed management of Democratic Services on 21 October 2021	Complete	Complete
8. Retain the support for 12 months of the Principal Lawyer from HB Law to work with the new MO and confirm this post as the Deputy Monitoring Officer.	<b>P</b>	Support of the HB Law Principal Lawyer has been retained for 12 months and the Principal Lawyer has agreed to be the Deputy Monitoring Officer	Complete	Complete
9 Enhance the council data and insight functions to enable better evidence-based decision making.	<b>M</b>	Original plan to be updated in the light of the Council's changed financial position.  <i>A business case has been drafted for additional investment required in 2022/23-2024/25 to bring the council's management of data and use of insight up to an industry good standard. A new Data Strategy Group will be formed early in 2022 to coordinate future data and insight improvement work.</i>	S Mair	March 2022
10 To enhance the 'Brilliant Basics' programme, conduct rapid training for council officers on effective governance to include report writing, compiling effective business cases, sign off processes prior to submission of reports, evidence-based decision	<b>P</b>	Revised template for reports requiring both Finance and Legal input now in place Clearance process established for both Finance and Legal input as part of report preparation. Legal Services are updating Contract Procedure Rules and Finance are updating Financial Regulations, both of which are contingent on monetary thresholds being approved for the Scheme of Delegation.	S Mair/A Wakefield	Continuous



making and the importance of internal audit. Ensure that officers accept advice from the Principal Lawyer and team (and the new MO) in incorporating all advice and risks into reports prior to submission.		<p>Once the above are in place officer and Member training will take place  <i>Revised Contract Procedure Rules were adopted by Full Council on 23<sup>rd</sup> November. Dates are being arranged for officer and Member training, to commence in January 2022</i></p> <p>Report went to Strategic Finance Board (August 2021) recommending that the Council follow the five case model for writing business cases.</p>		
11 Establish a 'management action' tracking system for internal audit actions which is fit for purpose. Emphasise to all staff the importance of internal audit and that identified actions can be used for continuous improvement within service areas.	<b>P</b>	<i>Finance &amp; Commercial implemented an IA Management Action Tracker which is being monitored weekly. Significant progress has been made in closing down management actions from previous financial years through frequent liaison with action owners, executive directors and associate directors.</i>	S Mair	Done
12 Address each unique management action from internal audit reports and use them as indicators of possible service failure. Prioritise, target and remediate each action as a matter of urgency. Include actions identified in the six draft audits completed in year to date.	<b>P</b>	<p><i>Actions from finalised audit reports are incorporated into the IA Management Action Tracker.</i></p> <p><i>Council has recruited a specific resource to monitor implementation of IA recommendations and the corporate and departmental risk registers.</i></p>	S Mair	Continuous
13 Conduct an independent review of the internal audit contract and establish an 'in house' function which will enable the internal audit team	<b>M</b>	<i>Review reported to Audit and Corporate Governance Committee on 9 December 2021 and recommendation to bring in-house accepted.</i>	S Mair	December 2021

to work alongside colleagues, whilst retaining their independence, as is practice in many councils.		Early discussions being undertaken with recruiters to assess current market.		
14 Independently review the procurement and contract management function and develop an 'in house' team.	<b>M</b>	<i>Structure of the commercial function, including procurement and contract management has been reviewed and a new structure designed. Work to procure specialist management consultancy to plug resource gaps during the transition of a permanent team is underway, and this resource will also be used to support future complex procurement projects where the resource is not held in house.</i>	S Mair	December 2021
15 Continue to understand and identify risk more generally and review the council strategic risk register to make it fit for purpose	<b>P</b>	<i>Training for officers to be rolled out to officers (at ED, AD and GM levels). A risk management module has been loaded onto the council's online training system to be launched in Q1 2022. The Council's risk register has been reviewed, the second iteration was presented to Audit and Corporate Governance Committee on 9<sup>th</sup> December. The register includes assessment of strategic risk and is reviewed on a monthly basis by the officer risk and audit board, which has representation from all council directorates.</i>	S Mair/EDs	March 2022
16 Improve proper decision making at appropriate governance levels and relevant meetings. For example, the annual review of the Council Tax Reduction scheme at full council and the comprehensive	<b>P</b>	More detailed report to be provided to Cabinet setting out the value, term and purpose of the contracts.	EDs	Continuous

list of annual contracts to Cabinet.				
<p>17 Prioritise and resource the scrutiny function to enable meetings to operate effectively.</p> <p>Reschedule the cancelled scrutiny committee meetings from June and July 2021 as a matter of urgency and re-establish the calendar of scrutiny meetings alongside a forward plan.</p> <p>Review the terms of reference for the Audit and Corporate Governance Committee as outlined in the LGA governance review in 2020.</p>	<p><b>P</b></p>	<p>The SBC Recovery &amp; Renewal Plan agreed by Cabinet and Council in September 2021 gave a commitment to “Developing and embedding a fully functioning Scrutiny service with appropriate support to conducts its business”. This will be taken forward as a priority in the service reviews. <i>The findings of the CfGS Scrutiny Improvement Review referred to above will inform this process.</i></p> <p>The programme of scheduled scrutiny meetings restarted in September 2021. Each committee has a forward plan which is reviewed at each meeting and the focus of activity through the Autumn is scrutiny of the 2022/23 budget.</p> <p>Audit &amp; Corporate Governance Cttee ToR are being reviewed and are scheduled to be considered by the Committee at its meeting on 9<sup>th</sup> December 2021. <i>A report was taken to Audit &amp; Corporate Governance Committee on 9<sup>th</sup> December as planned. Following comments by the Lead Commissioner a revised report, will be taken to an extraordinary meeting of the Committee on</i></p>	<p>A Wakefield</p> <p>A Wakefield</p> <p>S Mair/A Wakefield</p>	<p>March 2022</p> <p>November 2021</p> <p>December 2021</p>

		<i>18<sup>th</sup> January, with the recommendation that Council adopts the model CIPFA terms of reference without any amendment, and that Council establishes a separate Standards Committee.</i>		
<b>5. Culture and Leadership recommendations</b>				
18. Building on the newly established 'Reset board', develop a standalone, prioritised, separate governance project board.	<b>M</b>	Report received 25/10/21. The Executive Board will be considering this proposal and actioning proposals to take this forward	EDs	Imminent
19. Prepare an annual governance statement for 2020/21, the current 2019/20 statement does not have an action plan.	<b>P</b>	Draft 2020/21 AGS has been prepared and is to be considered by Executive Management Team before finalisation alongside the Accounts process. Once completed an addendum will be prepared for the 2018/19 and 2019/20 AGS's so both include an action plan and the risks which have transpired since August 2020.	S Mair	January 2022
20. Continue to rebuild trust between officers and members.	<b>M</b>	Periodic development sessions to be established for Members providing briefing on topical issues.	EDs	Continuous
<b>6. Financial governance recommendations</b>				
21 Produce an overarching corporate action plan in response to the section 114 notice which indicates the way to financial sustainability	<b>P</b>	Recovery and renewal plan approved on the 23 <sup>rd</sup> September 2021. Finance Action Plan drafted in response to s.114 Notice, which is updated and reported to all Council meetings.	S Mair	Continuous
22 Ensure the recommendations in the concurrent CIPFA report are carried out.	<b>P</b>	Ongoing – see above	S. Mair	As above

23 Develop the good awareness raising initiated by the interim s.151 officer into a mandatory financial and budget training module for all councillors and budget holders.	<b>M</b>	To be included in the programme of training for Members and budget holders  <i>A report on a proposed training programme was on the agenda for Audit &amp; Corporate Governance Committee on 9 December and following comments from the Lead Commissioner will be considered at an extraordinary meeting of the committee on 18 January 2022</i>	S Mair	January 2022
24 Ensure that the excellent work of the interim s.151 and his team (in terms of action planning around the external reports) has corporate ownership and that finance is not merely regarded as a technical activity, but as an enabling function to help council wide continuous improvement.	<b>M</b>	Ongoing via weekly finance update briefings to Members and Executive Board and reinforced through the approach to business cases.	EDs	Continuous
25 Respond corporately and systematically (not just in a financial sense) to the ongoing reviews of council owned companies to ensure immediate, effective governance of these companies.	<b>M</b>	Established a Corporate Oversight Board for SUR which has been extended to cover all the Council's companies, except Slough Children First Ltd. Dormant companies to be closed down. Continuation of the active companies is currently under review.	S Mair/R West	Continuous
26 The interim s.151 officer has requested the current capital programme be cut by 50% and this has been accepted. It	<b>P</b>	The capital programme for 2021/22 has been cut by more than 50% and the requirement for new borrowing cut from £68m to £12m, but remains under review.	S Mair	March 2022

would be prudent to consider a capital programme of zero except for government grant allocations and health and safety issues, for example. This would be until past liabilities have been fully understood and there is a plan for financial sustainability within the full response to the section 114 notice.				
27 Carefully manage the potential reduction from £6m to the return on investments as a significant risk. The disposal strategy should be completed. This might take some time, which could delay the amount of revenue available to the council.	<b>M</b>	The asset disposal programme will take into account reductions in investment income streams. However the £6m return is a gross return and did not take into account costs of borrowing or operating costs. Therefore expect this to be minimal impact.	S Mair/R West	Continuous
<b>7. Services recommendations</b>				
28 Seek to 'unify' all Children's Services under the umbrella of Slough Children First as this will provide an economy of scale to the overall children's budget. This could provide greater scope for service reform, reduction in demand and produce greater efficiency savings.	<b>M</b>	New company launched in April 2021 with a new Board and Chief Executive.	A Sinclair	March 2022
29 Address recommendations 1,2 and 3, which will help improve performance in other	<b>P</b>	See above	S Mair	As above

service areas, particularly revenues and benefits, IT, finance and democratic services.				
<b>8 Capacity/capability recommendation</b>				
30 Significantly reduce the reliance on external consultancy and external contracts which deliver 'internal' services. Build and use internal capacity.	<b>M</b>	Report received 25/10/21. The Executive Board will be considering this proposal and actioning proposals to take this forward	EDs	Imminent

## Response to Grant Thornton's recommendations

Issue	Action taken	Responsible Officer	Date
<b><u>Statutory Recommendations</u></b>			
1. The Council should put in place robust arrangement for the production of the 2019/20 and 2020/21 financial statements which meet statutory requirements and international financial reporting standards. To achieve this the Council should:	The Council has already identified the necessary additional core resources and specialist skills it needs to lead the accounts process going forward and to ensure robust financial management. These arrangements are set in more detail in Appendix 1.	S Mair	Already in place
<ul style="list-style-type: none"> <li>ensure sufficient resources and specialist skills are available to support the accounts production</li> </ul>	Core resources are now in place	See above	See above
<ul style="list-style-type: none"> <li>Ensure the finance team has the skills and capacity to enable effective financial management arrangements and support the production of technically sound financial statements,</li> </ul>	Part of the work of this core team will be to train the Council's own staff to ensure that they have the necessary skills to carry out their work. Gaps in the Council's own team skills and capacity will be addressed in the short term by the appointment of interim staff to provide additional capacity. Longer term the Council will be reviewing its permanent finance team to ensure the Council has higher quality resources and appropriate capacity. There will be a focus on training and development for all staff, new and currently employed covering professional and technical, project management, business planning, leadership and management development among other matters.	See above	See above



<ul style="list-style-type: none"> <li>Ensure finance officers are provided with additional training, to ensure all staff involved in the accounts production process have the necessary technical knowledge of the CIPFA Code</li> </ul>	<p><i>Technical training programme was delivered for all Finance staff in October/November 2021. Further training is being canvassed.</i></p>	See above	See above
<ul style="list-style-type: none"> <li>introduce appropriate project management skills to oversee the timely production of the financial statements and supporting working papers</li> </ul>	<p>The necessary additional core resources and specialist skills have been identified and secured. <i>Additional interim resources will be brought in as and when necessary to provide additional capacity.</i></p> <p><i>The review of the permanent finance structure and the core leadership and technical resources is being undertaken.</i></p> <p><i>Training and development for all Finance staff was completed in November 2021.</i></p> <p><i>A comprehensive accounts closure plan is in place and weekly update meetings with key officers are being held by the s151 officer.</i></p>	See above	See above
<p>2. The Council should develop a comprehensive project plan for the preparation of the accounts which ensures that:</p>	<p>Comprehensive accounts closure plan is now in place for all years' of accounts. This is linked to the auditors required by client schedule and includes a comprehensive training plan, communications plan and resourcing plan.</p>	S Mair	Already in place
<ul style="list-style-type: none"> <li>Entries in the accounts and supported by good quality working papers which are available at the start of the audit</li> </ul>	<p>A standard suite of working papers and folders has been set up for all years' of accounts. Regular reviews of, working papers include evidence of the transactions in the ledger, an enhanced checklist of requirements, quality</p>	See above	See above

	assurance review, links between the working papers and clear mapping to the ledger. The QA process (see next action) ensures that good quality working papers will be available before the audit starts.		
<ul style="list-style-type: none"> <li>The financial statements and working papers have been subject to robust QA prior to approval by the s.151 officer</li> </ul>	<p>A three-stage quality assurance process has been set up covering financial standards, standard working papers and accounts templates and covering:</p> <ol style="list-style-type: none"> <li>1) preparation,</li> <li>2) technical review and</li> <li>3) quality assurance review</li> </ol>	See above	See above
<ul style="list-style-type: none"> <li>There is clear ownership and accountability for tasks across service areas to support the timely production of the financial statements.</li> </ul>	<ul style="list-style-type: none"> <li>A whole team approach has been instigated through the involvement of the whole finance service to bring greater resilience and resource to this key requirement.</li> <li>Improved communication through the project plan includes regular and early communication to all stakeholders.</li> <li>Comprehensive training and development for finance and other staff which includes how to prepare, and also regular reviews of, working papers that include evidence of the transactions in the ledger, an enhanced checklist of requirements, quality assurance review, links between the working papers and clear mapping to the ledger.</li> </ul>	See above	See above

<p>3. The Council should take urgent action to address its low levels of unearmarked and earmarked reserves through:</p>	<p>The Council has begun and agreed at officer level, a robust process for continued review of its base budgets including savings proposals, pressures, mitigations, monitoring etc. This will all lead into an improved MTFS that will contain full detailed savings proposals backed up by appropriate plans and working papers. All savings will be allocated to a named department, officer and Member and all will be subject to continuous review by the finance service reporting into the Executive Board and Members.</p>	<p>S Mair</p>	<p>A detailed plan will be finalised following discussion with DLUHC about MRP position and what (if any) extra resources might be available.</p>
<ul style="list-style-type: none"> <li>Developing a clear, sustainable medium-term financial plan to significantly replenish reserves to a level which enable it to respond to any significant unexpected events or manage its position effectively where its savings programme are not fully achieved</li> </ul>	<p>As a consequence of this work and as part of the budget process a risk analysis has been completed to inform by how much the reserves should be built up over the coming 5 years. <i>This has been included in the Council's submission for a Capitalisation Direction and is reflected in an increased savings target to finance the necessary increase in reserves in future years.</i></p>	<p>S Mair</p>	<p>To be developed as part of 2022/23 budget setting framework</p>
<ul style="list-style-type: none"> <li>Reviewing its medium-term savings plans to ensure clear proposals are developed to achieve savings requirements in line with the MTFP and reserves strategy</li> </ul>		<p>See above</p>	<p>Already completed for the purposes of delivering</p>

			2021/22 budgets. To be developed further as part of the 2022/23 budget setting framework
<ul style="list-style-type: none"> <li>Ensuring agreed savings are owned across the Council by officers and lead members to ensure clear ownership and accountability for delivery</li> </ul>		See above	See above
<ul style="list-style-type: none"> <li>Ensuring it puts in place a clear and transparent savings monitoring and reporting process, in order to ensure that council departments and held to account for delivery of required savings</li> </ul>	The work will be complete in sufficient time to inform a fully engaged Scrutiny, stakeholder and Lead Members process during 2021-22 for the 2022-23 budget process.	See above	See above

<p>4. The Council should review and implement effective financial governance and monitoring arrangements for its group relationships to mitigate exposure to additional financial risk.</p>	<p>The Council has begun reviews of its management of third party organisations and will be implementing a series of changes which will include among other matters appointing appropriate Senior Responsible Officers to ensure that companies meet their objectives, put in place new arrangements for holding companies to account, reviewing how the companies meet the Council's objectives, a review of the work undertaken by the companies, developing a clear approach to testing value for money etc. This will include a clear separation of all financial transactions, a review of Council officers on all boards, a review of all financial performance information and actions for all boards and identification of any risks the Council is facing. The work will be completed during 2021/22.</p>	S Mair	In progress – to be completed by 31 March 2022
<p>4a. The Council should put in place arrangements to address the issues raised by the S151 officer as set out in his section 114 report. In our view the Council should:</p> <ul style="list-style-type: none"> <li>• Report progress against the action plan to full Council at every meeting</li> <li>• Support the S151 officer's root and branch review of all aspects of the Council's finances</li> <li>• Invest significant extra resource in finance capacity, internal audit and risk management to ensure robust processes are brought into place across all of the</li> </ul>	<p>This is being undertaken</p> <p>This is being actioned</p> <p>This has been agreed</p>	<p>S Mair</p> <p>S Mair</p> <p>S Mair</p>	<p>Ongoing</p> <p>Ongoing</p> <p>To March 2023</p>

Council's financial and budget management arrangements to meet statutory financial obligations.			
<p>4b. The Council should develop a comprehensive project plan for the improvement in governance arrangements :</p> <ul style="list-style-type: none"> <li>• Commission/learn from any external governance review undertaken with regular reporting through the Audit Committee</li> <li>• Strengthen Scrutiny and Audit Committee arrangements with external support to members</li> <li>• Establish a separate Finance Committee to monitor financial performance on a monthly basis</li> </ul>	<p>All being worked up and will be ongoing from January 2022</p> <p>As above</p> <p>As above</p>	<p>S Mair/A Wakefield</p> <p>S Mair/A Wakefield</p> <p>S Mair</p>	<p>January 2022</p> <p>January 2022</p> <p>January 2022</p>

Other Recommendations			
5. The Council should:			
<ul style="list-style-type: none"> <li>ensure that savings are supported by robust savings plans and business cases</li> </ul>		S Mair/	See above
<ul style="list-style-type: none"> <li>strengthen arrangements by introducing a corporate function, which could assess the likelihood of delivery, the robustness of proposed savings and their supporting plans as well as monitor delivery.</li> </ul>	<p>The Council has amended its officer Strategic Finance Board (SFB) chaired by the Chief Executive to ensure that the Executive Board is fully aware of all pertinent financial matters within the Council and gains a holistic understanding of the Council's finances. This Board is receiving papers on financial standards, the accounts, the budgets and other matters. Now reporting direct to the Executive Board</p>	S Mair	Already in place
	<p>As part of this the Council has:</p> <ul style="list-style-type: none"> <li>Revised its revenue business case and process to ensure that the business case focuses on the case for change, value for money and affordability before moving into the technicalities of procurement etc. Thus assisting in ensuring that the Council's base budget is as robust as it can be and hence helping to provide a more informed base from which to generate any necessary savings;</li> <li>Related to savings, the Council has a separate business case for savings which has been supplemented by a Saving Action Plan to assist in the verification and tracking of saving plans going forward.</li> </ul>	<p>S Mair</p> <p>S Mair</p>	<p>See above</p> <p>see above</p>

	<ul style="list-style-type: none"> <li>The finance service is leading the process for the budget and will in the short term be working with service colleagues to review and challenge all budgeted and future savings, monitor delivery, identify pressures and seek from colleagues mitigations as necessary. It has also revised the equality impact documentation. Going forward a further revised process will be established that will bring into the assessment of savings plans colleagues from other disciplines such as legal, HR, ICT etc – all working closely with service officers</li> </ul>	S Mair	See above
	<ul style="list-style-type: none"> <li>Supplementing this the Council is revising its officer budget process to accelerate the timeline for production of the budget to allow for full engagement and scrutiny by Members in all their roles and likewise for full consultation and communication with other stakeholders</li> </ul>	See above	See above
6. The governance arrangements could be improved by developing the AGS and introducing:	Work on preparing the 2020/21 AGS has begun with the aim of reporting in December 2021.	S Mair	By 31 12 2021
<ul style="list-style-type: none"> <li>assessment of the effectiveness of the framework, it should be more than a description of what is in place</li> </ul>	The assessment is being conducted against the CIPFA/SOLACE Framework which covers outcomes.	See above	See above
<ul style="list-style-type: none"> <li>how the Council is defining outcomes in terms of sustainable economic, social and environmental benefits</li> </ul>	The 2020/21 will include an action plan. The 2019/20 AGS approved in August 2020 will be	See above	See above



<ul style="list-style-type: none"> <li>an action plan, that brings together and addresses all the significant issues faced by the Council</li> </ul>	updated for post-balance sheet events and amended to include an Action plan	See above	See above
<ul style="list-style-type: none"> <li>a formal mechanism that monitors and assesses the progress of the issues and recommendations raised in the AGS throughout the year.</li> </ul>		See above	See above
7. To facilitate a smooth and efficient group accounts preparation, the Council should work with its group entities to align all accounting year ends to 31 March.	<i>A detailed assessment of all Council group entities has been completed. Only SUR LLP has a different year-end to the Council, which is 31 December. The assessment has concluded that SUR LLP should be consolidated using the equity method and therefore the year-end does not need to be amended.</i>	S Mair	By 31 March 2022
8. Cabinet and scrutiny should be regularly updated on the performance of their key services and be able to challenge this performance and have the opportunity to make informed decisions in formal committee meetings.	Holistic financial briefings for Officers and Members have been implemented providing monthly monitoring reports and weekly briefings on the Council's financial position. The budget timeline has been revised to allow for more informed Member consideration of the budget and introduced quality guidance for finance and other officers on the production of budget monitoring reports and financial implications in reports.	S Mair	Now in place
	Key service financial and performance information is now being included as a regular agenda item for Cabinet, Scrutiny and the Audit and Governance Committee.	See above	See above

	The Council has begun reviews of its management of third-party organisations and will be implementing a series of changes which will include among other matters appointing appropriate Senior Responsible Officers to ensure that companies meet their objectives, put in place new arrangements for holding companies to account, reviewing how the companies meet the Council's objectives, a review of the work undertaken by the companies, developing a clear approach to testing value for money etc.	S Mair	By 31 3 2022
9. The Council should consider and ensure effective arrangements are in place in the following areas:	The Council has begun reviews of its management of third-party organisations and will be implementing a series of changes which will include among other matters appointing appropriate Senior Responsible Officers to ensure that companies meet their objectives, put in place new arrangements for holding companies to account, reviewing how the companies meet the Council's objectives, a review of the work undertaken by the companies, developing a clear approach to testing value for money etc.		
<ul style="list-style-type: none"> <li>Role of elected members, including Members of the Board, as possible shareholder committees or monitoring committees such as the Commercial Sub-Committee, as well as the role of scrutiny committees</li> </ul>	The Council has begun reviews of its management of third-party organisations and will be implementing a series of changes which will include among other matters appointing appropriate Senior Responsible Officers to ensure that companies meet their objectives, put in place new arrangements for holding companies to account, reviewing how the companies meet the Council's objectives, a review of the work undertaken by the companies, developing a clear approach to testing value for money etc.	See above	See above
<ul style="list-style-type: none"> <li>Elected members who are Board Directors of the SCST need to understand their responsibilities and duties to SCST and ensure they effectively manage any conflicts of interest. All company directors have a duty to act in the best interests of</li> </ul>	The first recommendation is being dealt with as noted above. In respect of gaining assurance this will be undertaken in two ways – through internal audit as described and through reviews by the Finance and Commercial team. The S151 officer is liaising with internal audit to ensure that this requirement is picked up in their 2021/22 and onwards planning and will co-ordinate the work of those undertaking these reviews	See above	See above

<p>the company rather than in the best interests of the body that has appointed the Director to the company (eg the Council)</p>			
<ul style="list-style-type: none"> <li>Elected members committee functions, this should include those charged with governance who would have oversight of the effectiveness of the SCST Board in line with Council's strategic objectives and statutory duties as well as scrutiny.</li> </ul>		See above	See above
<ul style="list-style-type: none"> <li>The Council would benefit from applying consistent arrangements across the Council for dealing with all its third-party companies and ensure the role of the Commercial Sub-Committee is effective and understood</li> </ul>		See above	See above
<ul style="list-style-type: none"> <li>Those charged with Governance should receive updates and reports on a regular basis (quarterly as a minimum) to enable informed decision making.</li> </ul>		S Mair	By 31 3 2022

<ul style="list-style-type: none"> <li>The Council should introduce contract management to ensure services are delivered as planned and any mitigating actions can be taken in a timely manner.</li> </ul>	<p>The first recommendation is being dealt with as noted above. In respect of gaining assurance this will be undertaken in two ways – through internal audit as described and through reviews by the Finance and Commercial team. The S151 officer is liaising with internal audit to ensure that this requirement is picked up in their 2021/22 and onwards planning and will co-ordinate the work of those undertaking these reviews</p>	See above	See above
<ul style="list-style-type: none"> <li>The Council should consider using its internal audit service to gain assurance that its contract procedures are being effectively applied across all Directorates.</li> </ul>		See above	See above
<p>10. We recommend that the Council:</p>	<p>The Council has reviewed closedown processes and has introduced:</p> <ul style="list-style-type: none"> <li>a comprehensive accounts plan linked to the auditors required by client schedule. This plan includes a comprehensive training plan [delivered in October/November 2021], a communications plan and a resource plan</li> </ul>	See 1 above	See 1 above
<ul style="list-style-type: none"> <li>Review the process used to produce the year end accounts and identify areas where further improvement needs to be made</li> </ul>	<p>A three stage quality assurance process has been introduced covering financial standards, standard working papers and accounts templates and covering:</p> <ol style="list-style-type: none"> <li>preparation,</li> <li>technical review and</li> <li>quality assurance review</li> </ol>	See 1 above	See 1 above
<ul style="list-style-type: none"> <li>Ensure that all disclosures have supporting working papers and there is a clear mapping between the general</li> </ul>	<p>The standard working paper workbooks require accounts preparers to include:</p> <ul style="list-style-type: none"> <li>evidence of the transactions in the ledger,</li> </ul>	See 1 above	See 1 above

<p>ledger and the financial statements</p>	<ul style="list-style-type: none"> <li>• completed CIPFA disclosure checklist to ensure the disclosure meets Code requirements,</li> <li>• a tailored quality assurance review,</li> <li>• links between the working papers and clear mapping to the ledger</li> <li>• evidence that the GT prepared by client schedule has been completed.</li> </ul>		
<p>11. We recommend that the Council:</p>	<p>A year-end closedown timetable is in place for all three years' of accounts to be prepared.</p> <p>The standard suite of working papers includes extracts from the CIPFA Disclosure Checklist to ensure that disclosures meet Code requirements.</p>		
<ul style="list-style-type: none"> <li>• Develop a year end timetable for the production of the accounts which include sufficient time for management review</li> </ul>		See 1 above	See 1 above
<ul style="list-style-type: none"> <li>• Utilises the CIPFA checklist to ensure that disclosures are complete and produced in line with code requirements</li> </ul>		See 1 above	See 1 above
<p>12. The Council should ensure it prepares a clear and comprehensive group consolidation schedule to support the preparation of its group accounts.</p>	<p>This forms part of the much revised and enhanced accounts plan as noted above. This is in the Council's financial action plan and began in June and will be undertaken monthly thereafter once any issues have been resolved.</p>	See 1 above	See 1 above
<p>13. We recommend that the Council:</p> <ul style="list-style-type: none"> <li>• Perform a review of the bank reconciliation process to simplify the bank reconciliation process and remove all old and out of date reconciling items and ensure that amounts included in the</li> </ul>	<p><i>This is ongoing, a team has been set up to review the various systems and processes that underpin the current reconciliations the findings thereof will provide a basis to complete and validate current reconciliations and then aged items can be reviewed and cleared on the basis that all reconciliations going forward are verifiable and enhanced fit for purpose processes embedded.</i></p>	S Mair	By 31 January 2022

reconciliation and the ledger are valid cash items.			
14. We recommend that the Council <ul style="list-style-type: none"> <li>establish a process for significant transactions such as investments and loans, to be formally considered against the requirements of the Code and the consideration documented and reviewed before being applied..</li> </ul>	This is now a standing item on the fortnightly FCLT agenda	S Mair chairs FCLT	Already in place
15. We recommend that the Council			
<ul style="list-style-type: none"> <li>Perform review of the debtor and creditor account codes to ensure that balances are appropriate and valid and clear those that are not.</li> </ul>	<i>A system review is in progress aiming to complete by 31/1/2022. No issues have arisen from work completed to date.</i>	S Mair	By 31 January 2021
<ul style="list-style-type: none"> <li>Establish a reconciliation process for all debtors and creditor accounts to ensure the balances are fully supported and valid debtors or creditors</li> </ul>	ditto		
<ul style="list-style-type: none"> <li>Review the internal processes over invoice raising to ensure there is sufficient review of invoices before they are sent to clients</li> </ul>	ditto		

<p>16. We recommend that the Council:</p> <ul style="list-style-type: none"> <li>ensure that all forms are signed and dated as part of their standard procedures</li> <li>consider whether Officers, including interim staff, should complete declaration forms as they may be able to have a significant influence on the council's high level decisions.</li> </ul>	<p>The Council requires every entry to the members register of interests to be signed and dated, it is standard practice that this is always followed. In the past 12 months the Council has strengthened the process and a democratic services officer must always countersign each form received from a councillor to ensure completeness.</p> <p>Senior officers declaration forms are not part of this process, and are in fact part of the declaration process for all staff which uses an online HR process to gather the submissions. The Council will look to implement a process by December 2021 to ensure that any interim staff or those recruited through contracting companies are required to complete a declaration of interests form and where appropriate complete their Directorate gifts and hospitality register</p> <p><i>With effect from 03,12.21 the HR team has begun the process of obtaining completed declarations from interim staff and those recruited through contracting companies.</i></p>	A Wakefield	31 12 2021
	<p>The Council will be moving to a quarterly closedown process once it has undertaken a thorough review of all accounts and budgets which will pick up the above on a much more timely basis.</p>	S Mair	To be implemented during 2022/23
<p>17. We recommend that the Council:</p> <ul style="list-style-type: none"> <li>establish a process to perform and annual review of assets to ensure</li> </ul>	<p>The Council be moving to a quarterly closedown process once it has undertaken a thorough review</p>	S Mair	Already in progress for

that all disposals and reclassifications are amended	of all accounts and budgets which will pick up the above on a much more timely basis.		year end close
<ul style="list-style-type: none"> <li>establish an in-year process for capital movements to be notified on a timely basis to the finance team to ensure the fixed asset register is maintained accurately. This should be reconciled to the accounts as part of the year end closed own procedures.</li> </ul>	All transactions that require review are considered against the requirements of the Code to ensure that the accounts going forward are fully Code compliant. As noted above the Council has introduced a three stage quality assurance process throughout its accounts preparation.	S Mair	Already in place
18. We recommend that the Council	All transactions that require review are considered against the requirements of the Code to ensure that the accounts going forward are fully Code compliant. As noted above the Council has introduced a three stage quality assurance process throughout its accounts preparation. All reconciliations across the whole of the Council's finances are being reviewed including this, bank accounts and debtor and creditor reconciliations accounts as noted above and will begin in June and be undertaken monthly thereafter once any issues have been resolved.		
<ul style="list-style-type: none"> <li>establish a process for reviewing and documenting the accounting treatment of significant transactions to ensure they are accounted for in line with the Code. This should be subject to internal review</li> </ul>		As part of year end close	See 1 above



<p>19. The Council should ensure that a regular reconciliation process is carried out between its Capita Housing Rents system and the Council's fixed asset register to ensure records are consistent and provide an accurate basis to inform the valuation of its HRA properties in the financial statements</p>	<p><i>The number of dwellings on the asset register have been reconciled to the rents system for the years 2018/19 to 2020/21. This highlighted about 30 records (out of 6,000 dwellings i.e. 0.5%) for which further work needs to be undertaken to correct. Once these records have been corrected the reconciliations will be undertaken monthly thereafter.</i></p>	<p>S Mair</p>	<p>Already in place</p>
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**Checklist re the Secretary of State’s “minded to” letter**

Para 15 of the Secretary of State’s letter to the Acting Head of Paid Service at Slough Borough Council dated 25 October 2021 sets out the following Directions to the Authority.

Directions to the Authority	Action	Responsible Officer	Date
<p>a. <b>Within three months</b> from the date of these Directions undertake an assessment of the functional capability of all service areas identifying the gaps in capacity and capability, and within six months from the date of these Directions prepare and agree action plans to the satisfaction of the Commissioners.</p>	<p>This recommendation fits with the Council’s Recovery and Renewal Plan agreed at Council 23/9/21</p> <p><i>In progress. All services have been supplied with a consistent assessment approach for their functional capability reviews.</i></p> <p><i>Data and Insight and Strategy and Partnerships functions have started to assess their functional capability and identify areas for improvement. The Data and Insight assessment is, in addition, taking a council-wide view to ensure any improvement plans recognise the value in approaching data management and insight generation as a single, connected function across an organisation. Those plans will also consider partnerships, including with the performance team in Slough Children First.</i></p> <p><i>HR and Customer Services have begun work on their drafts of the assessment of the functional capability to identify the gaps in capacity and capability</i></p> <p><i>A proposed Democratic Services, Governance and Scrutiny team structure has</i></p>	All EDs	30/4/22

	<p><i>been drafted to address the capability and capacity the gaps identified within the current team structure.</i></p> <p><i>The report CfGS Improvement Review is also anticipated to identify capability and capacity gaps, which will necessitate additional work. We expect to receive the report in January 2022.</i></p> <p><i>The finance assessment is being undertaken using the work reported though this report and the developing restructure</i></p> <p><i>People (Adults) are preparing draft functional capability assessments – these will cover Strategy and Commissioning, Adult Social Care Operations and Public Health</i></p> <p><i>Place Directorate has been merged with Community (from Customer &amp; Community Directorate) to form an Interim Place &amp; Community Directorate. Customer (from Customer &amp; Community) has merged with Corporate Resources and with Strategy to form an interim Corporate Resources directorate. This provides two interim Directorates overseeing the work of what was 3.5 Directorates. A review of this interim realignment is being carried out alongside the capacity and capability review of each of the Associate Director and Group Manager portfolios within them. Further realignment will need to be agreed and formalised to provide</i></p>		
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	<i>a management structure which can provide the technical expertise to manage the significant downsizing of Place &amp; Community to deliver targeted budget savings while sustaining services to an acceptable level.</i>		
b. To undertake in the exercise of any of its functions any action that the Commissioners may reasonably require to avoid so far as practicable incidents of poor governance or financial mismanagement that would, in the reasonable opinion of the Commissioners, give rise to the risk of further failures by the Authority to comply with the best value duty.	Accept	All EDs	ongoing
c. Within three months from the date of these Directions prepare and agree an Improvement Plan to the satisfaction of the Commissioners (which may include or draw upon improvement or action plans prepared before the date of these Directions), with, resource allocated accordingly, and as a minimum, the following components:	<p><i>Detailed improvement plan within the business case for ICT covering both proposed design structure and priority programme of modernisation and remedial work</i></p> <p><i>Business case is being drafted outline the resource requirement for HR service to be fit to support the organisation in the recovery work and the savings proposals which services have indicated need to take place.</i></p> <p><i>A Data Strategy Group will be established early in 2022 to coordinate future improvement work. A business case has been drafted for investment to bring the</i></p>		

	<p><i>council's use of data to an industry good standard.</i></p> <p><i>An improvement plan for the council's Strategy and Partnerships function will be developed early in 2022.</i></p> <p><i>A proposed Democratic Services, Governance and Scrutiny team structure has been drafted to address the capability and capacity the gaps identified within the current team structure.</i></p> <p><i>The report CfGS Improvement Review is also anticipated to identify capability and capacity gaps, which will necessitate additional work. We expect to receive the report in January 2022.</i></p> <p><i>The finance improvement plan has been operating since May 2021, this document forms the current iteration. In addition the assessment of the finance function is being undertaken using the work reported though this report and the developing restructure</i></p> <p><i>An Assets Disposal strategy and a team to bring about asset disposals is being developed and set up to sell c£600m of Council Assets over the next 5 years</i></p> <p><i>A review of all Council owned Companies is taking place with the objective to simplify the way that we do things, to de-risk our</i></p>		
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	<p><i>regeneration strategy and to improve operational efficiency</i></p> <p><i>A restructure of the Place &amp; Community Directorate is being prepared which will improve external understanding of what we do, in particular our Housing function, see income generating services operate within the funding provided by the income and stop doing things that we don't need to do</i></p>		
i. An action plan to deliver financial sustainability and to close the long-term budget gap.	This will be a plan to achieve sustainability, not the delivery of the sustainability which will be May 2022	S. Mair/ All EDs	31/1/22
ii. An action plan to achieve improvements in relation to the proper functioning of democratic services, to include rapid training for council officers, a revised term of reference for the Audit and Corporate Governance Committee, and the agreement of an Annual Governance Statement for 2020-21.	<p>Agreed</p> <p><i>An initial officer training programme was agreed by the Executive Board on 1 December 2021 and this is to be rolled out from January 2022.</i></p> <p><i>A report on revised Terms of Reference was taken to the Audit and Corporate Governance Committee on 9 December 2021 and a further report is on the agenda for an extraordinary committee meeting on 18<sup>th</sup> January 2022, following comments from the Lead Commissioner.</i></p>	S. Mair, A. Wakefield	31/1/22
iii. An action plan to achieve improvements in relation to the proper functioning of the scrutiny function, to include a review of the	<i>The Council's risk register has been reviewed, the second iteration was presented to Audit and Corporate Governance Committee on 9<sup>th</sup> December.</i>	S. Mair, A. Wakefield	31/1/22

<p>Council strategic risk register to make it fit for purpose.</p>	<p><i>The register includes assessment of strategic risk and is reviewed on a monthly basis by the officer risk and audit board, which has representation from all council directorates.</i></p> <p><i>In November 2021 the Centre for Governance and Scrutiny was engaged to conduct a Scrutiny Improvement Review. A report on their findings is expected in January 2022 and will inform further action required to achieve the necessary improvements.</i></p>		
<p>iv. An action plan to achieve improvements in relation to the proper functioning of internal audit, which addresses outstanding management actions and includes the commissioning of an independent review of the internal audit contract and a fully costed plan for establishing an internal audit function that reflects best practice.</p>	<p><i>A Structure of internal audit options appraisal paper was presented to Audit and Corporate Governance Committee on 9<sup>th</sup> December. This included fully costed plans to establish a best practice function.</i></p>	S. Mair	31/1/22
<p>v. An action plan to achieve improvements in relation to the proper functioning of the procurement and contract management function, which includes an independent review.</p>	<p><i>Structure of the commercial function, including procurement and contract management has been reviewed and a new structure designed.</i></p> <p><i>Work to procure specialist management consultancy to plug resource gaps during the transition of a permanent team is underway, and this resource will also be used to support future complex procurement projects where the resource is not held in house.</i></p>	S. Mair	31/1/22

vi. An action plan to achieve improvements in relation to the proper functioning of the Authority's IT.	<p>Agreed</p> <ul style="list-style-type: none"> <li>• <i>Detailed business case developed providing improvements re: restructure and the modernisation and remedial work to the councils infrastructure</i></li> <li>• <i>Draft Cabinet report also produced</i></li> <li>• <i>LGA Support for technical review of the Business Case completed</i></li> <li>• <i>LGA Support for Cyber security also confirmed - agreement being drawn up</i></li> </ul>	S. Mair	31/1/22
vii. A suitable officer structure and scheme of delegation for the Authority which provides sufficient resources to deliver the Authority's functions in an effective way, including the Improvement Plan and its monitoring and reporting, prioritising permanent recruitment and/or longer term contract status of interim position.	<p>Agreed</p> <p><i>The principles-based scheme of delegation at part 3.6 of the Council's Constitution was updated during 2021. Work is underway to update delegations from Executive Directors to their directorates.</i></p>	S. Mair, A.Wakefield	31/1/22
d. During the Direction Period report to the Commissioners on the delivery of the Improvement Plan at six monthly intervals, or at such intervals as the Commissioners may direct, and adopt any recommendations of the Commissioners with respect to the Improvement Plan and its implementation.	Accept	All EDs	ongoing
e. Within six months devise and then implement a programme of cultural change to rebuild trust between officers and members, to the satisfaction of the Commissioners. This should make sure both Members and Officers understand the scale	Accept	All EDs	30/4/22



of the challenge and their respective roles in driving improvement and the way in which the Authority and its activities are regulated and governed and the way in which this is monitored, and breaches rectified.			
f. Following the review of Council companies within six months consider the roles and case for continuing with each subsidiary company of the Authority (except Slough Children First through which the Authority delivers functions under Direction, and therefore is outside the scope of this work). For those companies that it is agreed to continue, make sure that the Directors appointed by the Authority are appropriately skilled in either technical or company governance matters to make sure each Board functions effectively under the terms of an explicit shareholder agreement and a nominated shareholder representative. For those companies which it is determined not to continue with in this form, to establish a plan to internalise, close or sell as appropriate.	Agreed	S. Mair	30/4/22
g. Within six months take steps to enable better and evidence-based decision making, including enhancing the data and insight functions to enable better evidence-based decision making.	Accept <i>A Council-wide Data and Insight improvement plan focusing on priority areas where sufficient resources have been available. A business case has been drafted for additional investment required in 2022/23-2024/25 to bring the council's management of data and use of insight up to an industry good standard. A new Data Strategy Group will be</i>	S. Mair	30/4/22

	<i>formed early in 2022 to coordinate future data and insight improvement work.</i>		
h. To allow the Commissioners at all reasonable times, such access as appears to the Commissioners to be necessary: i. to any premises of the Authority; ii. to any document relating to the Authority; and iii. to any employee or member of the Authority.	Accept	All EDs	ongoing
i. To provide the Commissioners, at the expense of the Authority, with such reasonable amenities and services and administrative support as the Commissioners may reasonably require from time to time to carry out their functions and responsibilities under these Directions;	Accept	S.Mair	Ongoing
j. To pay the Commissioners' reasonable expenses, and such fees as the Secretary of State determines are to be paid to them;	Accept	S. Mair	Ongoing
k. To provide the Commissioners with such assistance and information, including any views of the Authority on any matter, as the Commissioners may reasonably request;	Accept	All EDs	Ongoing
l. To co-operate with the Secretary of State for Levelling Up, Housing and Communities in relation to implementing the terms of this Direction.	Accept	All EDs	Ongoing

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 17 January 2022

**SUBJECT:** 2022/23 Council Tax Base Report

**CHIEF OFFICER:** Steven Mair, Director of Finance and Section 151 Officer

**CONTACT OFFICER:** Akram Rizvi

**WARD(S):** All

**PORTFOLIO:** Cllr Anderson – Financial Oversight, Council Assets & Performance

**KEY DECISION:** No

**EXEMPT:** No

**DECISION SUBJECT TO CALL IN:** Yes

**APPENDICES:**

Appendix 1 Summary Breakdown of 2022/23 Proposed Council Tax Base

**1 Summary and Recommendations**

- 1.1. This report presents information to Members on the number of properties in Slough and their categories of occupation for the purpose of determining the Council Tax base for the borough for the 2022/23 financial year.
- 1.2. Section 31B of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 requires the council as the Billing Authority to calculate a Council Tax Base for its area by 31 January for the forthcoming financial year and duly notify precepting authorities (i.e. Thames Valley Police and Royal Berkshire Fire and Police) as well local Parish Councils.

**Recommendations:**

Cabinet is requested to approve:

- i. The provision for uncollectable amounts of Council Tax for 2022-2023 be agreed at 1.8% producing an expected collection rate of 98.2%.
- ii. the Council Tax base calculation for 2022/23 of 42,286.2 Band D equivalent dwellings (being 43,061.3 x 98.2%);
- iii. that no notional funding is passported to Parish Councils in respect to Council Tax Support as was the case in 2021/22

Cabinet is requested to note:

- iv. the Council Tax base is broken down as follows between local parishes and the rest of Slough:

<b>Area</b>	<b>Band D Equivalent Dwellings</b>
Parish of Britwell	836.4
Parish of Colnbrook with Poyle	1,811.3
Parish of Wexham	1,393.9
Slough (unparished)	38,244.6
<b>Total Tax-Base</b>	<b>42,286.2</b>

- v. the ongoing work to estimate the 2021/22 year end Council Tax position

**Reason:** The Council Tax Base is calculated and approved annually for the purposes of calculating funding from Council Tax for a Billing Authority, Major Precepting Authorities and local Parish Councils. The tax-base is calculated according to provisions in the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012.

**Comments of Commissioners:** The Commissioners have reviewed and noted this report.

## 2 Report

### *Purpose of Decision*

- 2.1. As a Billing Authority, the Council has a statutory duty under Regulation 18 of Part V of The Council Tax (Administration and Enforcement) Regulations 1992 to serve a notice on the occupant of a property in the borough that is liable to pay Council Tax.
- 2.2. The requirement and provisions to calculate the Council's tax-base is set out in Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012.
- 2.3. The decision to approve the Council Tax base is required to fulfil a statutory duty and to enable the collection of locally generated funding to contribute towards the running of services for the Council's General Fund, Major Preceptors and local Parish Councils.

### **Options considered**

- 2.4. There are no alternatives as there is a statutory requirement upon the Council to calculate and approve this tax-base.
- 2.5. A prescribed formula sets out how the tax-base is to be calculated and this includes adjustments for assumptions for how the tax-base may change due to growth in properties and other changes such as to Council Tax Support claims. These adjustments are considered in the proposed tax-base for approval.

## Background

### Council Tax Base – Relevant Amounts

- 2.6. The proposed 2022/23 tax-base for the Council and the parishes within Slough in this report have been calculated by reference to data available relating to dwellings within the borough provided by the Valuation Office Agency as at 30th November 2021.
- 2.7. The calculation of the Council's tax-base (or 'T') can be expressed as the sum of 'Relevant Amounts' known as 'A' for each valuation band (Bands A to H) multiplied by the collection rate known as 'B'.
- 2.8. In summary, 'Relevant Amounts' are to be calculated as the number of dwellings on the valuation lists supplied by the District Valuer adjusted for discounts, disabled persons reductions and anticipated changes e.g. projected growth in properties and Council Tax Support claims to the valuation lists during 2022/23.
- 2.9. The Band D equivalents for each property band in the borough of Slough for 2022/23 are summarised as follows:

Ratio	Bands	Number of Properties (Not Band D Equivalents)				
		Britwell Parish	Colnbrook with Poyle Parish	Wexham Court Parish	Rest of Slough	Total for Slough
5/9	A*	0.0	0.0	0.0	0.6	0.6
6/9	A	1.9	18.2	9.9	852.6	882.6
7/9	B	77.3	201.2	114.7	5,320.3	5,713.5
8/9	C	638.8	970.6	296.5	15,165.9	17,071.8
9/9	D	113.9	477.2	878.8	9,870.6	11,340.5
11/9	E	7.3	128.2	92.4	4,957.9	5,185.8
13/9	F	10.8	33.2	15.9	2,260.6	2,320.5
15/9	G	1.7	15.9	11.3	504.6	533.5
18/9	H	0.0	0.0	0.0	12.5	12.5
<b>A: Aggregate of Relevant Amounts</b>		<b>851.7</b>	<b>1,844.5</b>	<b>1,419.5</b>	<b>38,945.6</b>	<b>43,061.3</b>

\*Disabled Person's Reduction

### Adjustments

- 2.10. Within the regulations for setting the Council Tax-Base, adjustments are permitted for anticipated changes that are not currently in the position as at 30 November 2021. These adjustments could be to reflect estimates of property growth, changes to discounts and Council Tax Support claims.

### Council Tax Support

- 2.11. The number of Council Tax Support claims peaked in 2020/21 due to the effects of the pandemic and lockdown measures which resulted in economic hardship for households. Whilst the level of Council Tax Support has reduced in 2021/22 compared to the peak of 2020/21 from 6,831 to 5,927 households, in light of the continuing economic challenges for households, an adjustment has been made for an anticipated increase to Council Tax Support claims. This adjustment reduces the overall tax-base.
- 2.12. The average local increase in Slough for Council Tax Support claims between Quarter 4 of 2020/21 and Quarters 1 and 2 of 2021/22 was 2.1% and this has been applied the total amount of Council Tax Support Claims as at 30 November

2021. This results in a total reduction to the tax base of 109.3 Band D equivalent dwellings, broken down as follows:

	Britwell Parish	Colnbrook with Poyle Parish	Wexham Court Parish	Rest of Slough	Total for Slough
Number of Properties	(3.8)	(4.3)	(5.9)	(110.4)	(124.5)
Band D Equivalents	(3.2)	(4.5)	(5.4)	(96.3)	(109.3)

### Growth

- 2.13. The starting position for calculating the 2022/23 tax-base (the number of dwellings as recorded on the Valuation Office Agency list) reports growth of 638 properties as at 30 November 2021 compared to 30 November 2020. For a large period of 2020/21, the lockdown measures stalled construction and other activities, however this began to reverse in 2021/22 which has resulted in an increase to the number of properties in the borough liable for Council Tax.
- 2.14. However, for prudence in light of continuing uncertainty from Covid and ongoing work to rebase the Council's own capital programme due to the Section 114 notice an adjustment factor for further growth that is not in the base as at 30 November 2021 has not been included in the proposed 2022/23 tax-base.

### Council Tax Support and Parish Councils

- 2.15. In 2013/14, Council Tax Benefit was abolished and each authority as part of their Settlement Funding Assessment was awarded a notional amount of funding (less a percentage reduction due to austerity) for Council Tax Support.
- 2.16. Prior to setting the 2021/22 Council Tax base, a share of this notional funding was passported over to Parish Councils:

2020/21	Parish of Britwell	Parish of Colnbrook with Poyle	Parish of Wexham	Total
Notional Council Support Grant (£)	8,961	9,095	8,701	26,757

- 2.17. Following 2021/22, it is proposed to not passport this notional funding onto Parishes. The calculation of the tax-base and permitted adjustments already factor in non-collection due to Council Tax Support to set a base as at 30 November. This base will naturally change during the year and such changes are reflected in the following year's tax-base calculation

### Collection Rate

- 2.18. For 2022/23, Cabinet is requested to approve a collection rate of 98.2%, which remains unchanged from 2021/22 but is lower than the collection rate for 2020/21 of 98.4%. The collection rate reduced in 2020/21 due to the difficulties in collecting Council Tax from the effects of the pandemic. It is proposed to keep collection rate at 98.2% for 2022/23 whilst recovery work for 2019/20 and 2020/21 continues.

## Summary

2.19. Applying this collection rate of 98.2% (“B”) in the statutory calculation of the 2022/23 Council Tax Base (“T”) results in a Band D Equivalent tax-base of 42,286.2 dwellings:

Factor	Band D Equivalent	2022/23
A	Aggregate of Relevant Amounts	43,061.3
B	Collection Rate	98.2%
<b>A*T</b>	<b>2022/23 Proposed Council Tax Base</b>	<b>42,286.2</b>

2.20. The breakdown of the proposed 2022/23 Council Tax base (Band D equivalents) by Parish and Non-Parish area is as follows:

Band D Equivalent Dwellings	2021/22	2022/23
Parish of Britwell	810.4	836.4
Parish of Colnbrook with Poyle	1,830.3	1,811.3
Parish of Wexham	1,348.3	1,393.9
Remainder of Slough	36,839.7	38,244.6
<b>Council Tax Base</b>	<b>40,828.7</b>	<b>42,286.2</b>

2.21. Appendix 1 presents a summary by the main components of the 2022/23 tax-base to illustrate how the 42,386.2 dwellings has been derived. The main changes since 2021/22 are as follows:

Band D Equivalents	2021/22	2022/23	% Change	Comment
Relevant Amount	41,577.1	43,061.3	3.6%	There is an additional 638 properties and a reduction of 904 CTS recipients in the borough as at 30 Nov 2021 compared to 30 Nov 2020.
Collection Rate	98.2%	98.2%	0.0%	No change to the collection rate for 2022/23
<b>Council Tax Base</b>	<b>40,828.7</b>	<b>42,286.2</b>	<b>3.6%</b>	

## Collection Fund Position

2.22. Any difference between the estimated Tax Base and what is actually realised in year has no impact on the in-year revenue position. Under accounting rules for Local Government, the difference is recognised in the Collection Fund Adjustment Account which is an “unusable reserve” and distributed in the following year.

2.23. Due to a large increase in the number of Council Tax Support claimants in 2020/21 from the effects of the pandemic and difficulties in collecting Council Tax, the Government permitted that the in-year deficit for 2020/21 could be spread over 3 years.

2.24. The in-year position for 2021/22 is under review and an estimate of the in-year position will be calculated in late January 2021.

### 3 Implications of the Recommendation

#### 3.1. Financial implications

3.1.1. The decision to approve the proposed tax-base in this report has a significant financial implication for the Council. Funding from Council Tax is a material source of funding for the Council's GF budget and ongoing Medium Term Financial Strategy (MTFS) projections.

3.1.2. Funding from Council Tax is determined by:

- i. The tax-base (No. of Band D Equivalent Dwellings).
- ii. The Collection Rate (this is factored into ii))
- iii. The Council Tax Rate (measured at Band D)

3.1.3. The proposed tax-base for 2022/23 shows net growth of 3.57% over 2021/22. If approved, the increase to Band D Council Tax assumed in the March 2021 MTFS approved at Full Council (a 2.99% increase over 2021/22), would mean the Council would budget for £64.904m of Council Tax in 2022/23. Note: this will depend on the final amount of Band D that is recommended for approval by Cabinet to Full Council in March 2022.

Financial Summary	Approved 2021/22	Proposed 2022/23	Increase / (Decrease)	% Change
Band D Equivalent Tax-Base	40,829.3	42,286.4	1,457.1	3.57%
Band D Rate (£)*	1490.30	1534.86	44.6	2.99%
<b>Council Tax Income (£'m)</b>	<b>60.848</b>	<b>64.904</b>	<b>4.056</b>	<b>6.67%</b>
<b>Less March 2021 Assumptions (£'m)</b>	<b>60.848</b>	<b>63.920</b>	<b>3.073</b>	
<b>Net Gain as at January 2022 (£'m)</b>	<b>0</b>	<b>0.984</b>	<b>0.984</b>	

\*modelled for 2022/23 as a 2.99% increase as per March 2021 MTFS approved at Full Council

#### 3.2. Legal implications

3.2.1. The Council as Billing Authority is required to determine the Council Tax Base for the next financial year by 31st January 2022 and to notify other precepting authorities of the determination.

#### 3.3. Risk management implications

3.3.1. The risks to note related to this decision are financial:

Risk	Mitigating action	Opportunities
1. Financial: The tax base is lower than expected because either growth does not materialise or there is a higher caseload of Council Tax Support claimants than estimated	This would result in a collection fund deficit which would need to be funded in 2023/24 either from any available reserves if available or from further savings to the revenue budget.	If the tax-base is higher than forecast there will be a collection fund surplus which will benefit the 2023/24 financial position
2. Financial: The actual collection rate is lower than the estimated collection rate of 98.2%	This would result in a collection fund deficit which would need to be funded in 2023/24 either from reserves if available or from further savings to the revenue budget.	If collection is better than forecast then this would result in a one-off collection fund surplus in 2023/24.



### 3.4. Environmental implications

3.4.1. There are no environmental implications associated with the decision to approve the tax-base in this report

### 3.5. Equality implications

3.5.1. Certain protected groups are more likely to be on lower incomes or at higher risk of unemployment and the Council CTSS scheme targets these groups. IN addition consideration will be given to use of enforcement processes alongside support to ensure that individuals who are struggling to pay their council tax are aware of the availability of debt welfare support.

## 4. **Background Papers**

None



Appendix 1: Summary Breakdown of 2022/23 Proposed Council Tax Base

Ref	Breakdown	Disabled Band A	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	TOTAL
	Chargeable Properties	1.0	1,523.0	10,460.0	23,360.0	12,987.0	4,561.0	1,687.0	332.0	7.0	54,918.0
	Discounts and Premiums	0.0	23.4	(1,263.3)	(1,435.0)	(582.5)	(156.8)	(48.5)	(10.5)	(0.8)	(3,473.9)
	Council Tax Support (CTS)	0.0	(217.9)	(1,812.8)	(2,663.3)	(1,042.1)	(157.9)	(31.3)	(1.4)	0.0	(5,926.8)
	<b>Adjustments</b>										
	Estimated Increase in CTS	0.0	(4.6)	(38.1)	(55.9)	(21.9)	(3.3)	(0.7)	(0.0)	0.0	(124.5)
	<b>Sub-Total</b>	1.0	1,323.9	7,345.9	19,205.8	11,340.5	4,243.0	1,606.6	320.1	6.3	45,392.9
	<b>Ratio</b>	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
A	Relevant Amount	0.6	882.6	5,713.5	17,071.8	11,340.5	5,185.9	2,320.6	533.4	12.5	43,061.3
B	Collection Rate Applied					98.2%					
T=A*B	Council Tax Base (Band D Equivalents)	0.5	866.7	5,610.6	16,764.5	11,136.4	5,092.5	2,278.8	523.8	12.3	42,286.2



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 17<sup>th</sup> January 2022

**SUBJECT:** Housing Rents and Charges for 2022/23

**CHIEF OFFICER:** Richard West  
Executive Director, place and community

**CONTACT OFFICER:** Trevor Costello  
Interim Housing Specialist

**WARD(S):** All

**PORTFOLIO:** Councillor Martin Carter  
Housing and Environment

**KEY DECISION:** YES

**EXEMPT:** NO

**DECISION SUBJECT TO CALL IN:** YES

**APPENDICES:** Appendix A – Draft HRA Summary Financial Statement

**1 Summary and Recommendations**

1.1 This report sets out the proposed changes in Housing rents and charges for 2022/23.

**Recommendations:**

Cabinet is requested to recommend the following decisions:-

- (a) Council house dwelling rents for 2022/23 to **increase by 4.1% (CPI + 1%)** with effect from Monday 4<sup>th</sup> April 2022. This is in line with current government guidelines and legislation.
- (b) Garage rents, heating, utility and ancillary charges to **increase by 4.1% (CPI + 1%)** with effect from Monday 4<sup>th</sup> April 2022. This is based upon the September CPI figure.
- (c) Service charges to **increase by 4.1% (CPI + 1%)** with effect from Monday 4<sup>th</sup> April 2022. This is based upon the September CPI figure.

**Reason:** The proposed increases are in line with the government’s policy statement of rents for social housing and the Regulator of Social Housing’s in its Rent Standard 2020 – 2025.

The review of rents and subsequent increase in rental stream income stream is fundamental to the delivery of the HRA 30 year business plan.

## Comments of the Commissioners

*“The report is supported.*

*It is essential that the service improvement identified in paragraphs 2.19 – 2.21 are implemented within the timeframe indicated to deliver efficiencies and service improvements indicated.”*

## 2 Report

2.1 This report sets out the context and implications for the council over the setting of housing rents and service charges for 2022/23.

2.2 The Slough Wellbeing Strategy aims to increase levels of satisfaction with local place and improve levels of happiness. It also aims to improve life chances of residents, by focusing on housing, poverty, education and employment.

The provision of high quality affordable homes and housing management services to residents will improve the strength and sustainability of communities. Through delivering the 30 business plan, the council is committed to maintaining and investing in its current stock and to enable delivery of new homes to continue to meet housing need and customers’ aspirations.

2.3 Outcome 4 of the Five Year Plan 2020-2025 will be supported by the maximising of the rental income stream and asset value to the HRA and providing good quality, well maintained homes.

## Options considered

2.4 It’s a contractual term within the council’s periodic tenancy agreements and licences that rents and charges are to be reviewed on an annual basis. The process and extent of any review is governed by the Regulator of Social Housing’s Regulatory Framework and Standards.

2.5 The council is entitled to review rents up to the maximum level of CPI + 1%. It is also entitled to recover reasonable expenditure incurred in delivering additional services to tenants in the management and maintenance of blocks and estates where they live. The council must maintain a level of rental and service charge income that enables it to continue to deliver good quality homes and neighbourhoods for residents to live in.

2.6 The council’s medium term financial strategy requires that the maximum rental increase allowable be utilised and that service charge income is also increased to support the council’s 30 year business plan and medium term financial strategy.

## Background

2.7 The council is a local housing authority. From April 2020, the implementation of annual rent reviews for local authorities came under the jurisdiction of the Regulator of Social Housing’s Rent Standard 2020-25.

- 2.8 The Rent Standard continues the principle of setting new social rents using a formula based on location, size and value and relative local earnings. This will continue to be known as the formula rent. For existing properties, the rent charged at the end of the 2019/20 became their Limit Rent, and is the value that becomes the starting point for those properties under the standard.
- 2.9 Whereas the previous rent restructuring regime intended to provide for rents that were below their target or formula rent to increase gradually to its maximum allowable charge, current government policy of allowing both the current rent and the formula rent to increase by the same value each year will mean that rent convergence is paused until the rent increase percentage is greater than the formula rent increase percentage.
- 2.10 As a result of this change, some council rents will not reach their formula (or target) rent. Those properties can only reach their maximum formula rent upon change of tenancy.
- 2.11 Government still issues annual Rent Caps that set maximum rent levels by property size. There is no longer the average rent cap across all properties.

The figures for the 2022/23 year are shown in the table below alongside those for 2021/22 for comparison. It is confirmed that no property will breach its relative Rent Cap limit.

Number of Bedrooms	2021/22 Rent Cap per week	2022/23 Rent Cap per week
1 and bedsits	148.88	150.90
2	157.62	159.76
3	166.38	168.64
4	175.12	177.51
5	183.89	186.38
6 or More	192.64	195.25

- 2.12 As at 31<sup>st</sup> December 2021, the council's HRA housing stock comprises:

Number of bedrooms	Number of dwellings
Bedsit/Studio	248
1	2106
2	1632
3	1883
4	154
5	33
6	6
Total	6059

- 2.13 The council is committed to setting rents using the Rent Standard guidance and proposes rent increases at no more than the CPI + 1% allowed by the Standard.
- 2.14 In terms of Service Charges the Policy Statement (on Rents for Social Housing) states that

*“Service charges are not governed by the same factors as rent. However, registered providers should endeavour to keep increases for service charges within the limit on rent changes, of CPI + 1 percentage point, to help keep charges affordable.”*

*“Where new or extended services are introduced, and an additional charge may need to be made, registered providers should consult with tenants.”*

- 2.15 Service charges should be set to cover the cost of those services that are only provided to a proportion of tenants and leaseholders and are often connected with communal facilities.
- 2.16 The council has historically applied a percentage-based uplift to service charge costs to reflect the increasing costs of providing services. Government expectation is that providers should try to limit increases in line with the basic rent figure, however, it recognises that there is a statutory entitlement to recover the reasonable costs of services that are provided. Costs for delivering services to tenants are increasing at an above-inflation rate through general market, labour and materials price.
- 2.17 In the 2020/21 financial year, for which figures were finalised in September 2021 for calculating leasehold end of year service charges, the council’s income and expenditure summary was as follows:

Service Category	Spent	Income by tenure		Variance
		Tenants	Leasehold	
Cleaning and Estate Services	£846,917	£806,353	£146,326	£105,762
Health & Safety and Maintenance	£709,428	£255,988	£150,272	(£303,168)
Heating and Lighting	£191,523	£143,489	£29,871	(£18,163)
<b>Totals</b>	<b>£1,747,868</b>	<b>£1,205,830</b>	<b>£326,469</b>	<b>(£215,569)</b>

The council currently under-recovers actual service charge expenditure by £215,569 or 12.33%. The under-recovery is reduced when the administration charge levied to tenants for service charges administration is included – see below – which reduces the shortfall to £15,543, or 0.89% of expenditure. This under recovery supports the need to increase charges by 4.1% (CPI + 1%)

Service Category	Spent	Tenants	Leasehold	Variance
Administration charge		£200,349	£0	
<b>Revised total</b>	<b>£1,747,868</b>	<b>£1,405,836</b>	<b>£326,489</b>	<b>(£15,543)</b>

2.18 For the 2022/23 year, it is proposed to implement an increase in service charges of 4.1%, being the September CPI figure plus 1%. This is in line with increases to rents and is necessary to track increasing costs of services being provided and to prevent any increase in the under-recovery of service charge expenditure net of the council’s administration charge.



- 2.19 Following the implementation of the new housing system in 2022/23, the council intends to fully review the cost of providing additional services to its stock and to identify proposals to address any variances with service charge recovery versus cost of providing services on a block by block basis and to consult on proposals for changes to take effect from the 2023/24 rent year.
- 2.20 The implementation of the new NEC Housing IT System (formerly Northgate) has been delayed due to issues with staffing. The project team has been affected by vacancies arising from the departure of staff within service areas and challenges working as a dispersed project team as a result of covid restrictions. Progress with implementation has been delayed and the new housing system is anticipated to be live by Quarter 3 in the 2022/23 year.
- 2.21 Once implemented the new IT system will bring significant efficiencies as to how the council implements its rent and service charge changes. It will enable the council to provide greater detail on service charge calculation to all tenants and leaseholders and will support the comprehensive review of service charge setting processes 2023/24.

### **3. Implications of the Recommendation**

#### **3.1 Financial implications**

- 3.1.1 The proposals help to ensure that the council sets a balanced HRA annual budget and can deliver a capital programme within available resources.
- 3.1.2 A provisional financial statement for the 2022/23 HRA account is appended to this report. The council will publish a final statement in early 2022 as part of the ongoing work to stabilise the council's financial position and the completion of a revised medium term financial strategy for the HRA.
- 3.1.3 Rent setting contributes towards the council setting a balanced HRA annual budget and matches the capital programme to the available resources.
- 3.1.4 The HRA 30 year financial business plan has been updated to reflect the introduction of the CPI+1% increase for the 5 years starting on 6 April 2020. The impact on the 2022/23 forecast is an estimated rental income of £35.262m taking into account a voids rate of 1.5% and adjustment for Right to Buy and new build properties. This compares with a projected outturn income of £34.063m for 2021/22, giving an increase of £1.197m.
- 3.1.5 The proposed average weekly rent for HRA socially rented tenancies 2022/23 is £109.76. In 2021/22 it was £105.41. This represents an overall average increase for all council rents for 2022/23 of 4.1%.

#### **3.2 Legal implications**

- 3.2.1 Whilst a preliminary notice under Section 103 of the Housing Act 1985 is not required for periodic secure tenancies, the council is required to issue a Notice giving details of the proposed changes to rent and service charges (if any) and the date upon which those changes are to take effect. The council will issue Notice of changes to rent and service charges (if any) giving no less than four weeks' notice of the change. The change of rent and service charges is not considered a housing

management matter, the changing of which would require a consultation process to take place. Consequently, Section 105 of the Housing Act 1985 does not apply.

3.2.2 The Local Government and Housing Act 1989 requires the council to maintain a ring-fenced budget for its housing stock related income and expenditure, known as the Housing Revenue Account. Section 76 requires the council during the months of January and February to formulate proposals which satisfy the requirements of this section relating to the income of the authority for the following year from rents and other charges and the expenditure in respect of the repair, maintenance, supervision and management of such properties.

3.2.3 Compliance with the Rent Standard 2020-2025 is required under the Regulator of Social Housing's regulatory framework. The council's rent review process continues to follow government's original rent restructuring and affordable rent setting policy and those of the Standard, which commenced in April 2020.

3.2.4 The timetable for implementation of the rent review allows for the requirement to issue four weeks' notice of review in line with the terms and conditions of the council's various tenancy and occupancy agreements.

3.2.5 The Policy statement on rents for social housing states the following on setting of service charges:

"2.34 In addition to their rent, tenants may also pay service charges. Rents are generally taken to include all charges associated with the occupation of a property, such as maintenance and general housing management services. Service charges usually reflect additional services which may not be provided to every tenant, or which may be connected with communal facilities rather than being particular to the occupation of a dwelling. Service charges are subject to separate legal requirements and are limited to covering the cost of providing the services.

2.35 Registered providers are expected to set reasonable and transparent service charges which reflect the service being provided to tenants. Tenants should be supplied with clear information on how service charges are set. In the case of social rent properties, providers are expected to identify service charges separately from the rent charge.

2.36 Service charges are not governed by the same factors as rent. However, registered providers should endeavour to keep increases for service charges within the limit on rent changes, of CPI + 1 percentage point, to help keep charges affordable.

2.37 Where new or extended services are introduced, and an additional charge may need to be made, registered providers should consult with tenants."

### 3.3 Risk management implications

3.3.1 The issuing of rent review notices in late February/early March 2022 and implementation of the rent review on the first Monday in April will ensure the rent review is actioned correctly and within prescribed timescales in order to deliver the projected increased rental stream income.

3.3.2 There are no other risk management implications.

### 3.4 Environmental implications

3.4.1 There are no environmental implications as a result of this report.

### 3.5 Equality implications

3.5.1 Pursuant to the Equality Act 2010 (“the Act”), the Council, in the exercise of its functions, has to have due regard to (i) eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act; (ii) advancing equality of opportunity between those with a relevant protected characteristic and those without; and (iii) fostering good relations between those with a relevant protected characteristic and those without. The relevant protected characteristics are age, race, disability, gender reassignment, pregnancy and maternity, religion or belief, sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

When making decisions, the Council must take account of the equality duty and in particular any potential impact on protected groups.

### 3.6 Procurement implications

3.6.1 There are no procurement implications as a result of this report.

### 3.7 Workforce implications

3.7.1 There are no workforce implications as a result of this report. Tasks and workflows already sit within existing teams with no anticipated resource issues affecting delivery of the proposals.

### 3.8 Property implications

3.8.1 There are no physical property implications as a result of this report.

## **4. Background Papers**

None.



**Slough Borough Council Housing Revenue Account( HRA) Medium Financial Plan 2021-22 to 2024-25**

	Budget 2021/22	Budget 2022/23	Budget 2023/24	Budget 2024/25
<b>Income</b>				
(1) Rent income - Dwellings	(33,112)	(35,262)	(36,366)	(38,167)
Less Voids	516	546	561	587
<b>Net rent income - Dwellings</b>	<b>(32,596)</b>	<b>(34,716)</b>	<b>(35,805)</b>	<b>(37,581)</b>
(2) Non Dwellings - Shops, Garages etc	(1,647)	(1,714)	(1,766)	(1,819)
(3) Charges for Service & Facilities	(2,391)	(2,495)	(2,576)	(2,711)
<b>Total Income</b>	<b>(36,633)</b>	<b>(38,925)</b>	<b>(40,147)</b>	<b>(42,110)</b>
<b>Expenditure</b>				
(4) Repairs & Maintenance	9,364	9,822	10,101	10,388
(5) Supervision & Management	9,654	9,872	9,892	9,914
(6) Rent Rates and Insurance	590	590	590	590
(7) Special Services	1,040	1,091	1,123	1,157
(8) Increase in Provision for Doubtful Debts	1,338	1,338	1,338	1,338
(9) Contingency Budget	850	0	0	0
(10) Depreciation	8,500	8,917	9,184	9,444
<b>Total Operating Expenditure</b>	<b>31,336</b>	<b>31,629</b>	<b>32,229</b>	<b>32,831</b>
<b>Net Cost of Service before interest Payable on HRA Debts</b>	<b>(5,298)</b>	<b>(7,296)</b>	<b>(7,919)</b>	<b>(9,280)</b>
(11) Interest Payable on HRA Debts	4,603	4,555	4,555	4,555
(13) Interest Receivable on HRA Balances	(25)	(21)	(28)	(38)
<b>Net HRA Deficit/(Surplus) for the year before debt repayment</b>	<b>(720)</b>	<b>(2,762)</b>	<b>(3,392)</b>	<b>(4,763)</b>
(12) Repayment of HRA Debt	10,000	0	0	0
<b>Net HRA Deficit/(Surplus) for the year</b>	<b>9,280</b>	<b>(2,762)</b>	<b>(3,392)</b>	<b>(4,763)</b>
<b>Reserves</b>				
(13) HRA Revenue balance - Brought Forward	(17,473)	(8,193)	(10,955)	(14,347)
Transfer from Reserve				
Housing Revenue Deficit/(Surplus) for the year	9,280	(2,762)	(3,392)	(4,763)
<b>Balance - Carried Forward</b>	<b>(8,193)</b>	<b>(10,955)</b>	<b>(14,347)</b>	<b>(19,110)</b>

**Notes**

- (1) Dwelling rents are assumed to increase by 4.10% in line with the Rent Regulation determination
- (2) Non Dwellings - Shops, Garages are assumed increase in line with September 2021 CPI inflation of 0.5%
- (3) Voids rate - 1.5%
- (4) Service charges are assumed to increase by CPI plus 1% (4.1%) in line with September 2021 CPI inflation
- (5) Repairs & Maintenance are assumed to increase in line with the RPI increase of 4.9% in 2022/23 and 3% afterwards
- (6) Supervision & Management relate to staff and operational costs. Staffing costs are assumed to increase by 2% in 2022/23 and 2023/24
- (7) Special Services - Ground Maintenance. Building Cleaning, etc are assumed to increase by September 2021 inflation of 3.1%
- (8) The bad debt provision is assumed to increase to 4% of rental income in 2022/23 based expected increased risk of higher rent arrears due to the impact of Covid.
- (9) This is a contingency budget includes £3.5m for potential claims for compensation to tenants re water commission
- (10) Depreciation, this relates to funding of HRA Capital Programme
- (11) The debt costs are based upon the assumption that new housing is funded through a increase in borrowing at 1.59% and £2m for potential pension liability relating to the RMI contract
- (12) The HRA accounts for 2018-19, 2019-20 and 2019-20 are still subject to audit and therefore the HRA reserves are provisional and may be subject to further changes



**SLOUGH BOROUGH COUNCIL**

<b>REPORT TO:</b>	Cabinet
<b>DATE:</b>	17 <sup>th</sup> January 2022
<b>SUBJECT:</b>	A4 Experimental Bus Lane
<b>CHIEF OFFICER:</b>	Richard West
<b>CONTACT OFFICER:</b>	Savio DeCruz
<b>WARD(S):</b>	All
<b>PORTFOLIO:</b>	Cllr Mann - Transport, Planning and Place
<b>KEY DECISION:</b>	YES
<b>EXEMPT:</b>	NO
<b>DECISION SUBJECT TO CALL IN:</b>	YES (Note that this report was considered by the Place Scrutiny Panel on 1 December 2021)
<b>APPENDIX PACK:</b>	<p>Appendix 1 - <i>Consultation documents and overview map</i></p> <p>Appendix 2 – <i>Monitoring Data, review of range of monitoring data</i></p> <p>Appendix 3 – <i>Bus Journey Time report, Atkins</i></p> <p>Appendix 4 – <i>Air Quality update, AQ officer update</i></p> <p>Appendix 5 – <i>EIA Report</i></p> <p>Appendix 6 - <i>Actions from the Extraordinary Joint Scrutiny meeting (29 Oct 2020)</i></p>

**1 Overview**

The core principle of our Transport Strategy is to reduce the use of cars and to favour walking, cycling, scooters and use of buses in preference. Covid-19 lockdown presented us with the opportunity to experiment with the introduction of a Bus and Cycle Lane along the A4. The implementation of Experimental Traffic Regulation Orders (ETROs) enabled the installation of the A4 bus lane scheme between Dover Road and Uxbridge Road junctions, replacing an east and westbound traffic lane. This was designed to:-

- Improve the experience of pedestrians walking on adjacent footways
  - Shift cyclists to use of the bus lane rather than shared use footways
  - Shift electric scooters to use of the bus lane rather than shared use footways
- Discourage short car journeys / reduce the number of car journeys
- Improve the journey experience of bus passengers

Initially the Bus Lane was 24/7 but this was reviewed following receipt of a petition opposing the scheme signed by over 5,000 respondents and which led to an extraordinary Joint Scrutiny meeting on 29 Oct 2020, the outcome of which was to adopt a peak time only bus lane. The consultation / objection period of the peak time only bus lane resulted in less than 900 responses, so less than 18% of the numbers objecting to a 24/7 Bus Lane.

The key findings show:-

- The volume of car traffic has returned to similar levels to that prior to the pandemic

- To date there has been no material difference in air quality. Effective monitoring has been disrupted by differing levels of COVID-19 restrictions over time and the complexity of gathering robust data.
- The journey time for buses has decreased by 2 minutes. The journey time for a car has increased by just under 3 minutes along the longest link of the scheme being measured, at just under 5.1 miles. However, this should be considered in the context of a lane of east and westbound traffic being removed.
- Some cyclist and scooter users have shifted from the pavements to the bus lane but not the majority.

To make the Peak Hour Bus Lane permanent, we will incur costs of £98,000 to adapt and add to existing lines and signs. If we discontinue the scheme then we will incur costs of £119,000 to remove the existing lines and signs. Expenditure of £98,000 to bring about a permanent Peak Time Only Bus Lane is considered to be the best use of the Integrated Transport Block Funding Grant. Successful introduction of this permanent scheme is an important step in realising the aims of our Transport Strategy and this positions Slough in a strong position to attract further Government funding for modal shift away from car usage.

## Summary and Recommendations

This report presents the consultation and monitoring data collected within the period of the experimental orders relating to this scheme which came into operation on 4 Dec 2020, for a period not extending beyond the end of Feb 2022.

The scheme was introduced as an emergency response to the easing of Covid-19 lockdown measures and to ensure a return to normal would not be car-led, while also facilitating improvements for active travel modes such as cycling and walking. While the bus lane was implemented to create more space for cyclists, the Department for Transport issued an updated local transport note (LTN 1/20) after the A4 bus and cycle lane was implemented, which stated that cycling infrastructure must be strengthened further to encourage greater take up of this mode by less confident cyclists. Therefore, only recommendations for the bus lane measures have been included in this report. Government funding has been secured separately to design an A4 cycle scheme.

The collection of robust data has been challenging due to the scheme being introduced as an emergency transport response, ongoing lockdown periods, uncertainty around travel, new working from home practices and some data being unavailable. Although general traffic volume in 2021 has been gradually increasing to levels comparable to the 2019 baseline data (or, traffic conditions prior to implementation), congestion levels have not been severely impacted despite an east and west bound traffic lane being removed. An analysis of the monitoring data cannot show a compelling case to remove or to retain the scheme, however, the recommendations in this report are made with a consideration of the wider strategic objectives to be realised through prioritising sustainable modes over motor vehicles - by retaining a peak time bus lane and supporting the growth in cycling, walking and use of zero-emission vehicles.

Due to the high number of objections received to the 24-hour bus lane, the scheme was changed in Nov 2020 to a peak-time only bus lane and in Dec 2020 to allow access to hackney cabs and Slough registered private hire vehicles. Currently, over 700 hackney cabs and private hire vehicles are able to use the lane. The recommendation includes authorising electric vehicles displaying a green number plate access – of 245,560 vehicles in the borough 8,470 are electric, a total of 3.45 per cent (Department for Transport, [All vehicles \(VEH01\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/all-vehicles-veh01))



## 1.1 Reports aims

- review feedback and objections to the scheme from statutory consultees, stakeholders and residents
- address issues raised by Members at the Oct 2020 Extraordinary Scrutiny Panel and the Dec 2021 Place Scrutiny Panel
- set out the impact of the experimental bus/cycle lane on traffic congestion and volume
- evaluate changes to bus journey times and sustainable modes use
- evaluate air quality changes along the route
- set out an analysis of evidence, describing the benefits and dis-benefits of the scheme within the context of the Department for Transport's (DfT) Bus Services and Active Travel priorities.

## 2.0 Recommendations:

It is recommended that Cabinet:

1. Consider all matters set out in the Report and appendices and approve the recommendation for the Bus Lane experimental traffic regulation orders (ETROs) to be made permanent
2. Authorise the Executive Director of Place and Community in consultation with the Lead Member for Transport, Planning and Place to proceed through the legal process to enable the ETRO's to be made permanent
3. Approve additional works including signing and lining to be undertaken to improve road safety and approve the update of signs to also permit vehicles with authorised green numbers plates to use the bus lane during operational hours.

### Reason:

Slough's road network is under significant pressure, particularly at peak times, resulting in congestion, safety and air quality issues. Two of the four Air Quality Management Areas (AQMAs) are located on the A4 in Slough. An AQMA is declared where the national air quality objectives, set by the government, is exceeded. Transport can play a significant role in improving air quality and public health (Local Air Quality Management, Policy guidance, PG16). Retaining the A4 bus lane will support priorities such as encouraging modal shift away from private car to public transport and other sustainable modes, improve journeys along a key public transport corridor and improve bus journey times and reliability. The options have been reviewed and demonstrate that the A4 bus lane, with some changes, will contribute to achieving the Council's wider strategic priorities, contributing towards positive public health and environmental outcomes.

### Comments of the Commissioners:

Commissioners have noted the report and have no observations.

## 2.1 Report

The scheme aims to deliver the following priority outcomes of the Five-Year Plan 2020-2025 and the Infrastructure Projects Service Plan 2020-21.

- *Slough children will grow up to be happy, healthy and successful* - Enable children and young people to lead emotionally and physically healthy lives by improving air quality through schemes that reduce congestion and improve safety at key locations.

- *Our people will be healthier and manage their own care needs* -Through the facilitation of, and uplift in active travel. Build on success in making Slough safer, by incorporating road safety measures into all engineering schemes delivered across the Council.
- *Slough will be an attractive place where people choose to live, work and stay* - by improving connectivity of public transport and supporting safer, sustainable travel options that contribute to the improvement of air quality.
- *Slough will attract, retain and grow businesses and investment to provide opportunities for our residents* - Ensure a fit for business transport infrastructure, by reducing congestion and making journey times more reliable and safer.

The scheme aims to address the following Slough Wellbeing Strategy 2020-2025 priorities:

1. *Priority 1: Starting Well*- By encouraging the use of sustainable modes of travel, the bus and cycle lane aims to improve air quality along the route which when achieved, could play an important role in increasing quality of life for young people with respiratory disease and reduce Slough's health inequalities in the long term.
2. *Priority 2: Integration*- By providing transport infrastructure that includes safer access to transport hubs and bus shelters, the bus lanes will enable vulnerable elderly members of the community to gain improved access to health facilities and community centers.
3. *Priority 3: Strong, Healthy and Attractive Neighborhoods* - The experimental bus and cycle lane supports active travel and this plays a crucial role in maintaining good health, preventing illness, supporting mental wellbeing and generally enabling people to be healthier and happier for longer.
4. *Priority 4: Workplace Health*- It is believed that the proposed permanent scheme will improve connectivity between places for home and work and provide reliable and sustainable transport for Slough residents.

## Options considered and Recommendations

**Option 1** - Remove the bus lane and cycle lane to allow all vehicles to use the lanes at all times. Increased traffic volume on the route will result in continued congestion and poor air quality – two of the four Air Quality Management Areas (AQMAs) are located on the A4 in Slough. This option will reduce journey time reliability for buses. The removal of the bus lane will have cost implications that include the removal of road markings, signage, and enforcement cameras to allow vehicles to use both lanes. The cost to remove the scheme is approximately £119,500. This option is not recommended.

**Option 2**- Revert back to a 24-hour bus and cycle lane. This would improve journey time reliability for buses at all times, but does not balance the needs of other road users which is a key desire of those responding to the consultation. The cost to revert to the 24-hour bus and cycle lane is £81,000. This option is not recommended.

**Option 3 - Do nothing** – This will result in the experimental traffic regulation order expiring and the council removing all the signage and road markings. As with Option 1, Option 3 will cost approximately £119,500 to remove the infrastructure and will see increasing car use as the network will become more attractive to private car use. This option is not recommended.

## Recommendation

**Option 4** - To allow the bus lane to continue to operate as a peak time only bus lane by making the ETRO's permanent. The peak time only bus lane will give the buses an advantage over other traffic by providing congestion free routes that will improve the operational performance and improve bus reliability. Over time, this will enable officers to negotiate reductions in bus fares as efficiencies are improved. Option 4 will provide a long-term solution that will encourage modal shift to sustainable modes and anticipated improvements to air quality. This option permits electric vehicles with authorised green

number plates to use the bus lane which is consistent with the objective of encouraging travel by sustainable modes on the A4.

The cost to make the scheme permanent is approximately £98,000 and includes updating all signs to permit vehicles lawfully displaying green number plates to use the bus lane. This option is recommended.

## Background

In May 2020, a significant decision report was approved to introduce an experimental bus and cycle lane. The implementation of Experimental Traffic Regulation Orders permitted installing the A4 bus and cycle lane scheme in August 2020, between Dover Road and Uxbridge Road junctions and replaced an east and westbound traffic lane to provide 24-hour bus priority.

The scheme was introduced to allow for social distancing measures and the reprioritisation of road space for pedestrians and cyclists as outlined in the government's Emergency Active Travel Fund (EATF) guidance. The DfT provided funding to introduce active travel schemes using the EATF grant. Public transport provision was a subsequent step in preparing for the opening of the town after the easing of lockdown restrictions. The scheme provided a 'whole route' approach to create a bus and cycle corridor, implemented with a consideration of the wider context of increasing traffic levels and congestion in the town – 'Slough's road network remains under significant pressure, particularly at peak times resulting in congestion and air quality issues. Between 1993 and 2017, the amount of traffic in the Borough (excluding trunk roads such as the M4) grew by 15%' (Transport vision, 2019). The A4 bus and cycle lane scheme was introduced to ensure that any recovery would not be car led and supported local strategic objectives described in the Local Transport Plan, and other strategies - see section 2.2.

Following introduction of the scheme a 6-month objection period was activated. Objections to the 24-hour bus lane scheme were submitted via a petition which received 5,272 signatures (see point 2.3) and triggered an Extraordinary Joint Meeting of the Overview & Scrutiny Committee and Neighbourhoods and Community Services Scrutiny Panel on 29 Oct 2020. Following presentations to, and recommendations by the Panel, the bus lane operating times and permissions to use the bus lane were revised. Changes to the experimental scheme thereby permitted:

Hackney carriages, e-scooters, motorbikes, private hire vehicles, any other authorised vehicles to use the bus lane on Monday to Friday and effected a change to a peak time only bus lane, operating between 07:00hrs – 10:00hrs and 15:00hrs – 19:00hrs only.

Actions from the Extraordinary Joint Scrutiny meeting have been summarised in Appendix 6.

The previous ETRO's were revoked and new ETRO's listed below came into operation on 4 Dec 2020 with the 6-month objection period that started from 4 Dec 2020 to 4 Jun 2021. The ETRO's objection period was further extended to 31 Aug 2021 due to the introduction of enforcement cameras along the route. A decision to retain or remove the scheme must be made in order to allow permanent traffic orders to be made before the current ETROs expire on 28 Feb 2022.

The current Experimental Traffic Regulations Orders include:

- i. A4 Section 3 Cippenham Lane to Twinchies Lane Order 57 of 2020
- ii. A4 Section 4 Twinchies Lane to Farnham Road Order 58 of 2020
- iii. A4 Section 5 Farnham Road to High Streets Slough Order 59 of 2020
- iv. A4 Section 6 Wellington Street to Sussex Place Order 60 of 2020

## 2.2 Supporting Policies

The scheme supports several local and national priorities. The DfT has reiterated the importance of facilitating increased use of sustainable modes, including public transport, cycling, walking and zero-emission vehicles. Funding opportunities are available to Local Authorities able to demonstrate a clear commitment to meeting DfT standards in improving bus priority measures and cycling and walking infrastructure.

Since the installation of the A4 Bus and Cycle Lane, two separate workstreams have been progressed by Officers to respond to government (DfT) grant funding opportunities relating to two distinct but interrelated modes – buses and active travel. The recommendations in this report have been put forward based on consideration of the following contexts.

(i) Bus Service Improvements

Significant work has been undertaken relating to bus service improvements. The government’s National Bus Strategy, Bus Back Better, required a Council response, namely through the development of the Bus Service Improvement Plan (BSIP) and progression to an Enhanced Partnership with bus operators. Funding allocations are yet to be released, but the DfT requires Local Transport Authorities to demonstrate a commitment to improving bus services. The BSIP and proposal to progress to an Enhanced Partnership was presented to Place Scrutiny Committee on the 28 Sept 2021 and approved by Cabinet on 18 Oct 2021 for the draft BSIP to be submitted to the DfT.

(ii) Active Travel improvements

A requirement of the Capability Fund bid, made to the DfT (and which is an extension of the Emergency Active Travel Fund and Access Fund), is to demonstrate a clear commitment to increasing the numbers travelling by active modes (cycling, walking and e-scooter use) and a modal shift away from private car use. The Council is in receipt of the revenue element of this fund (£244k) and is awaiting the outcome of a capital bid. Additional funding has been provided via the Active Travel Fund where Slough placed a successful bid to secure a capital fund of £552k to fund elements of the A4 Cycle Lane work. A significant decision report is being prepared concerning this work but awaiting confirmation of the capital fund before circulation. A designer for an A4 cycle lane had already been procured.

Table 1 summarises how the scheme contributes to a number of SBC’s policy objectives.

Strategy	General	How the A4 Bus/Cycle Lane contributes to this strategy
<b>The Carbon Strategy</b>	The council has committed to challenging targets, with a net zero carbon target by 2040 for the borough, and a stretch target of 2030 for SBC’s operations.	Increased public transport provision will make a significant contribution to reducing carbon emissions through encouraging a shift away from private car use and reduced congestion benefits.
<b>The Low Emission Strategy</b>	Public Transport will have an important part to play in improving air quality across the borough.	Bus priority and enhanced modal interchanges will contribute significantly to low emissions in the town centre and in around the central transport interchange and providing multi modal connectivity.
<b>The Local Transport Plan &amp; Local and Cycling Infrastructure Plan</b>	This is the over-arching plan for the provision of transport services and infrastructure at local level across the borough. The current version (LTP3) is currently under review. LCWIP – The Councils review and prioritisation of proposed cycling and walking networks schemes.	The A4 Bus Lane encompasses the LTP’s objectives to prioritise public transport. There is a commitment to the Bus Service Improvement Plan and Enhanced Partnership with Bus Operators. Prioritisation of behavioural change measures leading to significant levels of modal shift, in order to deliver a sustainable and integrated transport solution. Local Cycling and Walking Infrastructure Plan (LCWIP) schemes. Significant commitment required from Government to prioritise Walking and Cycling Schemes.

<b>The Slough Local Plan</b>	The revised Local Plan review is in progress, with the latest proposals put forward in the Spatial Strategy.	The scheme is on a key strategic route in the borough and contributes to objectives such as sustainable economic growth, as well as improving accessibility to good quality housing.
<b>The Strategic Transport Infrastructure Plan (STIP)</b>	Principles adopted by Cabinet to reverse trends in increasing car use, defining a low car urban core and reducing the attractiveness of car use over time, with a focus on the centre of Slough.	Car journeys should be replaced by realistic and achievable alternatives. Prioritising public transport will enable negotiations with bus operators. With greater patronage, realised through improved efficiencies, opportunities exist to make public transport use increasingly attractive – i.e. cost and time savings for residents.
<b>The Network Management Plan</b>	The overall Network Management duty involves provision of expeditious movement of traffic on the network, and also across boundaries with neighbouring authorities.	Increased use of public transport will reduce the number of cars travelling on Slough's roads.
<b>Bus Services Improvement Plan and Enhanced Partnership</b>	BSIP and EP are both essential processes required in the national bus strategy – <i>Bus Back Better</i> to set out priorities relating to bus priority, fares and ticketing etc.	BSIP noted by Scrutiny on 28 Sep. Presented to Cabinet on 18 October 2021. Slough Borough Council wishes to make it easier for people to travel by bus to get people out of their cars and to provide an alternative for those without access to a car. Bus priority measures such as dedicated bus lanes help to reduce bus journey times and make buses more reliable, thus encouraging people to switch to buses. The A4 bus lanes help to reduce journey times for buses to a wide range of destinations and we hope will provide the conditions in which further improvements to bus services can be made. This is reflected in our Bus Service Improvement Plan, recently published.

Table 1 Supporting Policies

## 2.3 Consultation/ Objections

An Experimental Traffic Regulation Order process allows residents and local businesses to comment on the trial scheme once it has been installed.

After implementing the recommended changes as required by the Extraordinary Scrutiny Panel, another objection period was set between 4 Dec 2020 and 4 Jun 2021 via the Slough Citizen Space online portal. <https://slough.citizenspace.com/transport/experimental-a4-bus-and-cycle-lanes>. The ETROs' objection period was further extended to 31 Aug 2021 due to the introduction of enforcement cameras along the route.

A total of 862 responses were received and analysed during this objection period, including 40 Stakeholder responses (all residing in Slough), which can be found in Appendix 1. The consultation responses have been categorised into themes, and Officer's responses have been presented in Table 2.

It should be noted that one response may have incorporated multiple themes – each point has been captured and categorised accordingly. Though low in numbers, other themes provided officers with insights into the impact of the experimental scheme more widely. Whilst these themes have not been tabled, officers have noted them as affecting journeys on the route. These ranged from an appreciation of including zero-emission and emergency vehicles in the lane, welcoming changes to how the lanes operate, suggestions to relax enforcement during bank holidays, and permitting HGV's multiple occupancy vehicles. Specifically, comments referred to buses being too expensive to use, that public transport use encourages the spread of COVID-19 and a part-time bus lane is not ideal for buses as this impacts journey time.

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**Comments to online consultation (See Appendix 1)**

<b>Theme</b>	<b>Number of responses</b>	<b>Summary of Officer Response</b>
<b>Congestion</b>	508	<p>Links between two Bluetooth detectors (called routes) were created along the A4 to identify any congestion issues in the remaining lane for all use traffic. This allows officers to monitor congestion levels in these particular links, and shows the time it takes for a vehicle to pass through.</p> <p>Journey time data was reviewed for 2019, 2020 and 2021. The section that showed the highest increase is reported as follows.</p> <p>Using Bluetooth device monitors, data was reviewed for Aug and Sep 2019 (when traffic conditions were normal) and before the scheme was introduced. Peak time only data for 2020, Aug and Sep, was compared to the above.</p> <p>Findings indicate that JT on the longest section being measured, a distance of 5.1 miles of the remaining lane for all use traffic did increase but by no more than a maximum of 2 min and 57 (route 15, between Huntercombe Roundabout to M4 Junction 5, East bound, PM only). It should be noted that there were construction works along this route that may have impacted the journey times, (A4 Wexham Road junction improvements).</p>
<b>Road Safety</b>	236	<p>Proposed to improve signage and road markings along the route if the scheme is retained and a Stage 3 Road Safety Audit to identify any road safety concerns.</p>
<b>Air Quality / Environment</b>	204	<p>Analysis of the data from the existing monitoring sites does not suggest that the bus lane is worsening the air quality. Continued monitoring of the route is required to ensure that as a minimum this continues to be the case. As the scheme was introduced as an emergency response, modelling outcomes to date cannot be attributed solely to the bus lane. Two of the four AQMAs in the borough are located in proximity of the route.</p>
<b>Increased Journey Times</b>	176	<p>Data shows that between 2019 -2021, journey time on the remaining lane for all use traffic did not increase significantly with the highest increase recorded on Route 15 Huntercombe Roundabout to M4 Junction 5, eastbound, PM, of 2 mins 57 seconds in 2020.</p> <p>A review of Automatic Traffic Counters along points on the corridor shows that traffic levels gradually returned to normal by Autumn 2021, compared to the baseline traffic levels of 2019 and 'normal traffic conditions'. Given that the scheme removed a lane of east and west bound traffic, the impact of journey times in the remaining lane for all use traffic is not a cause for concern. These findings may also have been affected by Major Projects works that may have negatively impacted journey times in there own right.</p>
<b>Too few buses/ infrequent to justify/buses don't serve right locations</b>	174	<p>Bus Services that use the route include route number 83, X74, 4, 7, 3 and 702. Route number 4 is the only service using the entire route. The Bus Service Improvement Plan is being progressed. Bus Priority measures such as dedicated bus lanes must be introduced to improve efficiencies and improve journey times for Buses. This improves reliability and passenger confidence to use frequently, which will lead to increased patronage and additional buses. Bus Priority measures are essential to facilitate this mode shift.</p>

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<b>Reliable bus services /few buses</b>	27	As above
<b>Waste of money</b>	109	The scheme was funded by the Emergency Active Travel Fund, issued by Government to introduce measures which would facilitate social distancing and ensure a non-car led recovery. The scheme contributes to a wide range of non-monetised benefits relating to road safety, air quality improvement and public realm improvements.
<b>Unclear signs / drivers don't understand</b>	86	If the scheme is to be made permanent all signage will be reviewed.
<b>Reduced attractiveness of area to businesses / Shopping</b>	76	Slough's road network is under significant pressure and cannot sustain continued levels of increasing congestion. Improved connectivity, accessibility and sustainability can be delivered through the promotion of sustainable modes. With improved bus connections and increased accessibility shopping areas will become more accessible to customers and to employees of businesses located there. With improved efficiencies in bus operations, lower bus fares will be negotiated through the Enhanced Partnership with bus Operators.
<b>Made travel experience worse /no details/scrap it</b>	61	Data shows that between 2019 and 2021, journey time did not increase significantly on the remaining all traffic use lane with the highest increase recorded on Route 15 Huntercombe Roundabout to M4 Junction 5, eastbound, PM, of 2 mins 57 seconds in 2020. A negative travel experience is expressed by motorists but the scheme will improve the travel experience for other road users including pedestrians, cyclists and those using public transport.
<b>Rat running</b>	34	Designs to reduce rat-running, particularly on the A4 service roads have been prepared. A decision to reduce the impact of closing the service road was made to ensure any impacts caused by the A4 scheme would be lessened. If the scheme is made permanent, the service roads will be monitored and reviewed.

Table 2 Comments received through ETRO process

Emails were sent to statutory consultees requesting their comments. Comments received from the Statutory consultees include road safety concerns such as confusing signage and road markings, a request to retain the bus lane as a 24-hour bus lane only, concerns about other vehicles using the bus lane during operational hours and welcoming of the opportunity for other vehicles to use the bus lanes during operational hours.

A tabled summary of the statutory consultee's comments and Officer response can be found in Table 3.

<b>Statutory Consultees</b>	<b>Summarised Comments</b>	<b>Officers response</b>
Thames valley Buses	<ul style="list-style-type: none"> <li>• Add our general support for the bus lanes along the A4 corridor.</li> <li>• Bus lanes have had a noticeable effect on journey times and punctuality, which has been more evident as we move out of lockdown measures.</li> <li>• The opening of the bus lanes prompted us to revise our timetables and reduce our running time between Slough and Langley on services 702 and 703 by two minutes in each direction from November, a saving of over 16% on this leg of the journey - a benefit of over two hours each day – and, with average patronage of 30 passengers, this becomes some considerable benefit in total.</li> <li>• Disappointed by the changes made in December 2020 to modify the bus lanes from 24-hour operation to peak hours only.</li> <li>• Travel habits post Covid are suggesting that traditional peak periods are less spiked and there are more off-peak movements than previously.</li> <li>• Timed operation is more confusing and bus lanes are most effective when there is no ambiguity around their use.</li> </ul>	<p>The scheme was originally introduced as a 24hr bus and cycle route but was amended to peak time only, following consultation, to balance the schemes objectives with the needs of other road users.</p> <p>The Council is keen to work with Bus Operators to progress the Bus Service Improvement Plan that sets out future aspirations for bus service improvements including development of an Enhanced Partnership with Bus Operators.</p>

	<ul style="list-style-type: none"> <li>The eased restrictions have led to an increase of mis-use of the bus lane</li> </ul>	
Reading Buses	<ul style="list-style-type: none"> <li>Very supportive of the vision behind the original introduction of the A4 bus lane, and would like to see it not only retained, but restored to its original 24-hour operation.</li> <li>Need to ensure that public transport journeys are as attractive as possible to help encourage people to switch from less sustainable means, leading to the ideal outcome of reduced congestion and pollution.</li> <li>Appreciate that the removal of the lanes during the off-peak times was to help ensure the lanes were more politically acceptable, however we cannot see what practical benefit this change brought, given that congestion is low during off-peak periods.</li> <li>Bus lanes are most effective when there are no grey areas surrounding their use.</li> <li>The government's National Bus Strategy requires the Council to provide more bus priority measures and deliver enhanced services from April 2022, and the removal of this infrastructure would do the opposite.</li> <li>Keen to work with the Council to develop new and enhanced services in this area of Slough, and the Council's investment in this infrastructure is central to the business case for that.</li> </ul>	As above.
Slough Taxi Federation	<ul style="list-style-type: none"> <li>We can suggest keep the bus lane for Buses, Taxi and bicycles.</li> <li>This is great for the environment and encourage residents to use public transport.</li> <li>Private hire should not be given the right to use the bus lane as this will create more traffic in the bus lane.</li> </ul>	Noted
Thames Valley Police	<ul style="list-style-type: none"> <li>Not possible to accurately provide evidence of the impact the experimental bus lane has had on police response times as there are so many factors that can affect</li> <li>Thames Valley Police objected to the implementation of the bus lane</li> <li>Traffic flows are creeping back up towards pre lockdown levels. Reducing the available space on the A4 will cause congestion and result in an increase in traffic using residential streets off the A4 to avoid queues caused by the bus/cycle lane.</li> <li>Concerns about traffic turning across the bus lane and coming into conflict with pedal cyclists. I think your proposal will bring about a rise in injury collisions along the length of the bus/cycle lane.</li> <li>Congestion caused by the bus lane will reduce the ability of Police to move around the town for routine enquiries which are often urgent but not requiring the use of blue lights</li> <li>Response times to emergency incidents have not unduly been affected as police have an exemption within the TTRO to use the bus lane for emergency response purposes.</li> <li>The number of nearside turnings from lane two across the bus lane is of concern as are major junctions where large volumes of traffic merge into one lane, Tuns crossroads, A4 and High Street/Windsor Road etc. this can affect our ability</li> <li>to negotiate these junctions if traffic is queuing across the junctions.</li> <li>At least one injury collision at the junction of the A4 and Ledgers Road on 15th February 2021 involving a car that left turned across the path of an ambulance that was using the bus lane on an emergency response.</li> <li>All emergency services have finite resources, it is less than desirable for vehicles attending such incidents to be involved in such incidents and this is a continuing risk.</li> <li>Officers are regularly delayed at peak times during bus lane operating hours caused by a reduction in the available road space, we feel this does affect their ability to travel around Slough. A real area of concern is the A4 Wellington Street at its junction with Windsor Road/High Street where the bus lane starts approximately 60 metres west of High Street junction. Two lanes on the main A4 filter into one at the start of the bus lane, a further two lanes merge onto the A4 from High Street</li> </ul>	<p><u>Congestion on the A4</u></p> <p>Comparison of 2019 and 2021 data from permanent traffic counters and blue tooth journey time monitoring devices shows that traffic has returned to almost normal, however journey time has not increased during peak times. Data shows that between 2019 and 2021, journey time did not increase significantly with the highest increase recorded on Route 15 Huntercombe Roundabout to M4 J5, eastbound, PM, of 2 mins 57 seconds in 2020.</p> <p><u>Road safety concerns along the route.</u></p> <p>If the scheme is to be made permanent the signage and road markings along the A4 will be reviewed to improve safety along the route and make it clear to drivers the times they are permitted to use the bus lane. Additionally, a Stage 3 Road Safety Audit will be undertaken to identify any road safety concerns along the route. If any issues are identified by the Stage 3 audit, Officers will undertake remedial works to improve safety along the route. Concerns for cyclists will be addressed through the A4 cycle lane design and complement intersections with the bus lane.</p> <p>Officers have analysed recorded collisions along the A4 between 1 December 2020 and 30 June</p>



	<p>meaning four lanes reduce to one within 60 metres of this junction</p> <ul style="list-style-type: none"> <li>• Officers perception is that the bus lane operating hours are not necessarily understood by the travelling public with comments that the majority of drivers use lane two, even when the bus lane is not in operation. There are also some confusing signing on the eastbound A4 through Slough Trading Estate where direction signs and arrows on the road surface show left turn movements from lane one which, when the bus lane is not in operation is not correct.</li> <li>• A fatal collision happened on Wednesday 7th April 2021 where a Ford Transit van that was speeding undertook slower moving vehicles that were travelling in lane two when they were legally allowed to use lane one. The van collided with a pedestrian who was influenced by alcohol who crossed from the vans nearside.</li> <li>• We see little evidence of the bus lane being used as intended by pedal cycles and E-Scooters riders hired under the Neuron Mobility trial. Most are still illegally using the footway.</li> <li>• The bus lane only seems to be used by a minority of drivers when they are actually allowed to use it</li> <li>• At times coming into Slough from Maidenhead in both directions there is a clear build-up of traffic that I don't recall used to happen with two lanes running.</li> <li>• Where you have cycle lane painted in main road in lane 1 drivers are very unsure what do to and some straddle both lanes." Cycle Lane Thames Valley Police contact Slough Borough Council in July 2020 highlighting concerns about the cycle lane that was implemented to the west of the A4 and raised concerns over its safety. We thought it was a confusing arrangement and were unclear as to whether it was an advisory cycle lane or a traffic lane raising concerns that it would be very difficult to prove fault in any collision involving a car and a pedal cycle in that area, this remains our view</li> </ul>	<p>2021. There are 15 slights, 3 Serious and 1 fatal.</p> <p>The fatal collision that was highlighted by the police involved an LGV travelling east to west colliding with a pedestrian crossing the carriageway. Contributory factors are 306 (Exceeding speed limit), 602 (careless reckless or in a hurry) and 802 (Failed to look properly). To address road safety issues along the A4, Officers are currently investigating road safety intervention measures as part of the A4 Safer Road scheme to be delivered 2022.</p> <p><u>Cycle Lane</u> To comply with the recently published LTN 1/20 The cycle lane between Huntercombe roundabout and Dover Road will be removed if the scheme is made permanent.</p> <p>A separate scheme is being undertaken by Officers to improve cycling along the A4. Officers have submitted a bid to seek capital funding to introduce a segregated cycle lane that complies with the LTN1/20 along the A4 from its junction with Huntercombe Lane to Uxbridge Road.</p>
Freight association	No response	
The Road Haulage Association.	No response	
Ambulance and Fire Authority	No response	

Table 3 Responses from Statutory Consultees

Following the consultation exercise, Officers prepared a report that was presented to the Place Scrutiny Panel on 1<sup>st</sup> December 2021. The report included consultation feedback from residents, statutory consultees, other stakeholders, and monitoring data. Officers have listed the recommendations that were brought forward by the Place Scrutiny Panel and noted the actions to be undertaken to address these. See Table 4

Recommendation from Scrutiny Committee (December 2021)	Action/ Response	Additional comments
<i>Ensure the scheme was part of a broader strategy to improve bus services and public transport provision for Slough residents</i>	Currently underway	Officers are working with Local bus companies via the BSIP to enable provision of improved bus services. At the same time Officers promoting other sustainable modes that assist in completing the last mile. This includes the introduction of segregated cycle lane, improved walking facilities and safer use of e-scooters.
<i>Maximise capacity by using the existing service road as the bus lane where practicable between Huntercombe roundabout and The Three Tuns junction;</i>	Noted. To be reviewed if the scheme is to be made permanent.	If the scheme is made permanent and subject to availability of funding, Officers, will review the entire bus lane to identify service roads to be utilised. Officers are aware that the service roads along the A4 between Dover Road and Tuns junction are mainly used for access by residents and business along the A4. The introduction of a bus lane particularly during

		peak time only will result in residents or businesses not being able to access their properties during operational hours.
<i>Standardise the rules and regulations for the operation of all bus lanes across the borough;</i>	Noted	The Parking Team are currently undertaking a review of all the bus lanes in Slough to standardise the rules and regulations.
<i>Explore localised measures to widen any sections of carriageway where appropriate, to increase capacity to provide the bus lane and relieve traffic congestion, subject to securing external funding.</i>	Noted	If the scheme is to be made permanent and if funding is available, Officers will review the bus lane and identify pinch points along the route.
<i>Take forward plans to segregate the bus lane from the cycle lane to make cycling as safe and attractive alternative mode as possible.</i>	Noted	A capital bid has been submitted to the Department for Transport to seek funding for a segregated cycle lane / mini Holland along the A4 Bath Road from Huntercombe Lane South to Uxbridge Road.
<i>Recognise that existing public transport provision required significant improvement and therefore work with bus operators through the Enhanced Partnership/Bus Service Improvement Plan to seek to lower fares and improve the frequency and reliability of services both on the A4 and elsewhere in the borough;</i>	Noted	Officers are currently working with bus operators to negotiate cheaper fares at the same time as providing infrastructure that will improve bus reliability.
<i>Promote the take up of Electric Vehicles by making the bus lane available to use for zero emission vehicles.</i>	Noted	The Government issued guidance relating to <i>Green Number Plate</i> vehicles in December 2020. The existing ETRO's allows for vehicles lawfully displaying green number plates to use the bus and cycle lane. This includes Electric Vehicles lawfully displaying green number plates. If the scheme is made permanent signage along the bus lanes will need to be updated/replaced to reflect this.

Table 4 Actions from the Place Scrutiny Panel meeting 1st December 2021

The remainder of the report discusses the points raised particularly in relation to congestion levels, road safety and air quality. Data for these areas has been analysed to understand positive and negative impacts experienced a result of the scheme.

## 2.4 Monitoring

Monitoring data has been collected to measure the impact of the experimental scheme on the network throughout the trial period. 'Before' scheme data collected during 2019 and 'After' scheme data (i.e. after the scheme was constructed) has been collected using a range of data capture methods as set out in section 2.6. As a result of the introduction and subsequent easing of restrictions in 2020, findings during this period are skewed. Therefore, a 2019 baseline has been set in some cases, to allow for comparison with 2021 data.

Monitoring the scheme's impacts has been challenging due to the number of national COVID-19 events and Slough specific events that would have impacted travel behaviour and journeys on the A4 route. See Table 5 below.

Date	COVID-19 related events	Slough specific events
23 Mar 2020	National lockdown	
15 Jun 2020	Schools reopen	
Jul 2020	Restaurants and pubs reopen	
Aug 2020	Eat out to help out scheme	
Sept 2020	Schools return	
Oct 2020 – Dec 2020	Regional lockdown. Second lockdown for Slough	Salt Hill Park vaccination site opens 14 December – significant number of journeys

		on A4 (average 469 attendees per day)
4 Jan 2021	National lockdown	
Mar 2021	Schools reopen	
Jun 2021	Lockdown ends	

Table 5 Events that may have contributed to increased journey times

The Salt Hill Park vaccination site increased the pressure on local roads during operational hours of AM 08:00 hrs to PM 20:00 hrs – 7 days a week.

- Between Dec 2020 - Feb 2021 Average 18,750 visitors per month attended the site.
- Mar, Apr, May, Jun 2021 Average 17,250 visitors per month attended the site.
- July 2021 to Sep 2021 Average 15,000 visitors per month attended the site.

Visitors travelled by various means, including foot, organised community buses and coaches. There is a sustained pressure on the road network around this site but modal split for these journeys has not been captured.

## 2.5 Road Works/ Road Closures

Physical road works would have resulted in additional pressure on the A4 such as increasing congestion or reducing journey times. The Smart Motorway works M4 closures are only relevant in considering the full-time bus lane (Aug – Nov 2020) Some sections of the M4 were closed on some weekends between Nov 2020 and Mar 2021. In addition:

- Junction improvement works on A4 Wellington Street / Wexham Road - civil works completed by 10 Nov 2020.
- From 9 Nov– 30 Nov 2020 – 24/7 slip road closure on M4 Junction 7 westbound slip road.

Exemptions have been applied to allow vehicles to use the bus lane if there are any collisions on the M4 that cause congestion on the A4.

## 2. 6 Monitoring Data

The following section reviews the monitoring data. The methods of data capture, the scope of the data and intended monitoring outputs of the review are summarised in Table 6

Appendix Reference	Derived measures	Monitoring outputs	Collection Period	E/W Bound	Peak	24 - Hour	Further information
Appendix 1.1 to 1.8	Responses to consultation	Feedback	4 Dec 2020 – 31 August 2021	n/a	n/a	n/a	Survey was undertaken to collect feedback about the experimental scheme. 862 responses including 40 Stakeholder and 4 statutory consultees responses via emails or individual letters/emails of support
Appendix 2 Monitoring Data	Traffic volume	Increase in traffic volume	Aug 2020 – Aug 2021	✓	✓		Sites: AS009 - A4 Bath Road, west Stowe Road; AS001 - A4 Bath Rd, west Lansdowne Road & AS005 - A4 Sussex Place, west PS071 Toucan
Appendix 2 Monitoring Data	Traffic volume	Increase in traffic volume	Jan 2019 – Sep 2021	✓	✓		Bluetooth devices between Huntercombe roundabout to M4 Junction 5 for traffic. Routes were created along the section to measure journey time.
Appendix 3	Bus journey times	Bus journey time changes	Feb 2020 – Dec 2020	✓	within peak times	✓	Bus Services that use the route include route number 83, X74, 4, 7, 3 and 702, however to identify if there have been any improvements to the bus journey times along the entire corridor, Route 4 was used to evaluate changes as a result of the scheme. 08:00-09:00hrs and the pm peak 17:00hrs – 18:00hrs was used. Despite requests to JMW for journey time monitoring data, no journey time data was received for 2021.
Appendix 2 Monitoring Data	Travel by alternate modes	Cycling Trips		✓		✓	Cycle survey data for Nov 2020 and Oct 2020 at 10 set locations along the A4 include both carriageway and off carriageway counts

Appendix 2 Monitoring Data		SCH Cycling Trips		✓		✓	Scheme closed during first lockdown
Appendix 2 Monitoring Data		E-scooter Trips		✓		✓	E-scooter scheme launched in Nov2020 under the ETRO Trial use of electric scooters order 45 of 2020 dated 9 <sup>th</sup> Oct 2020. A Vehicle Special Order VS 288/2020 to allow e-scooters to operate on the public highway was issued by the Department for Transport on 12 <sup>th</sup> Oct
Appendix 4	NO2 levels / air quality	Air quality change – improvement or worsening		✓		✓	Three of Slough's AQMAs are within close proximity to the A4. The Council has a range of locations where diffusion tubes are in place as part of a general monitoring programme. Diffusion tubes measure Nitrogen Dioxide levels which is closely linked to vehicle emissions. Air Quality improvements have been estimated, but to obtain reliable data would require an extended monitoring period due to the variables that can impact findings
Crashmap Portal Data	Collision and casualty data	Safety and collision rates		✓		✓	Data from Thames Valley Police (TVP) is uploaded onto the Stats 19 database. Typically there is a 3 month lag between data being collected and uploaded. Only accident data where TVP attended is recorded and uploaded onto the system.
Appendix 2 Monitoring Data	Compliance	Compliance rates		✓		✓	Cameras installed in May 2021. 5 cameras along this route, 2 cameras enforcing the westbound bus lane and 3 cameras enforcing the east bound traffic.

Table 6 Data collected for the Experimental bus and cycle lane scheme

**i. Automatic Traffic Counts - Slough Permanent ATCs**

Analysis of the peak time traffic was undertaken to identify if there was any increase in traffic volume along the route. A key trend identified at all three monitoring sites is a noticeable decline in traffic volume from Oct 2020 which coincides with the regional lockdown period. Another sharp decline observed was in Feb 2021 where traffic volume was low compared to the rest of the months in 2020, which reflects the second national lockdown. There is a sudden peak in Mar 2021 at all peak times except for the 19:00hrs peak time period. This increase in traffic volume coincides with the relaxation of the lockdown that enabled schools to open and permitted outdoor gatherings in Mar 2021. There is a drop in traffic volume in Apr 2021 and for the remainder of the year there is a steady decline of traffic volume. This may be attributed to the increase of employees working at home. Traffic volumes recorded from Aug 2020 to Feb 2021 show a similar trend.

Appendix 1 shows tables for each permanent ATC location between Aug 2020 and Aug 2021.

**ii. Journey Time Monitoring – Permanent Bluetooth Monitoring Devices**

Data for 2020 has been included in this analysis to present the impact of COVID -19 restrictions on journey times along the route. The routes have been set up as corridors along the scheme. Table 7 shows an analysis of data collected in 2019 which provides baseline data to 2021 when the scheme was operating as a peak time only scheme shows the following:

Route	AM	PM
<b>EASTBOUND JOURNEYS</b>		
<b>Route 15 Huntercombe to M4 J5 EB</b>	<p>Journey time (JT) did not increase but was similar to or slightly lower than the baseline data (2019).</p> <p>JT data recorded in 2020 presents increased JT in Aug, Sept and Oct of not more than 1 min 39 sec. This reflects the period when the scheme was introduced as a 24-hour experimental bus lane.</p>	<p>JT except for May 2021 did not increase but was similar or slightly lower than the baseline data (2019).</p> <p>The highest recording in 2021 was in May and compared to the May 2019, JT increased by at least 28 seconds</p> <p>JT data recorded in 2020 however presents increased JT of not more than 2 mins 57 sec between Aug and September, this reflects the period when the scheme was introduced as a 24-hour experimental bus lane.</p>
<b>Route 15c : Huntercombe Roundabout to Dover Rd EB</b>	<p>JT increased slightly by 39 seconds in January 2020 compared to the baseline data of 2019.</p> <p>(Note the bus lane scheme starts from the A4 Dover Road junction eastbound therefore vehicles between route 15c use both lanes throughout the study period)</p>	<p>Similar to the AM analysis, JT during peak time increased slightly in January 2020 by 14 seconds compared to the 2019 baseline data.</p> <p>This route is not part of the experimental bus lane.</p>
	<p>JT data along this route increased by not more than 16 seconds in May, Jun and Sept 2021.</p>	<p>JT for the PM shows that JT was below the baseline data (2019) and in Sep 2021 the JT</p>

<p><b>Route 15e Dover Rd to Tuns junction EB</b></p>	<p>The analysis shows that in 2020 JT for this route was above the base line data (2019) in Feb, Aug, Sep, Nov and Dec 2020 with not more than 52 seconds.</p>	<p>was slightly higher in 2021 by 13 seconds compared to the baseline data of 2019.</p> <p>2020 data shows an increase in journey time of not more than 1 min 9 sec between Aug and Oct 2020 compared to the other years. Schools returned in Sep 2020.</p>
<p><b>15f HoS to Sainsbury Rdbt EB</b></p>	<p>The JT for this route show an increase throughout all the recorded months in 2021 with an increase of up to 1min and 3seconds in May compared to 2019 data.</p> <p>There is also an increase in Sep journey times across all years and this is likely due to schools returning.</p> <p>The data shows that compared to 2019 JT, in 2020 JT increased by not more than 22 seconds from August to December 2020.</p>	<p>The PM data presents a similar pattern into the AM data, with 2021 JT higher than the base line data in 2019. The highest increase in 2021 was 1min and 53 sec compared to 2019 JT.</p> <p>Compared to 2019 data, 2020 JT data shows a sharp increase of 2 mins and 55 seconds between Aug 2020 to Sep 2020. Though in October to December 2020 journey times is still more than JT for 2019, by not more 27 seconds.</p> <p>The increase in JT may have been influenced by a combination of the A4/ Wexham Road junction works and the introduction of the 24hr experimental bus lane.</p>
<p><b>WESTBOUND JOURNEYS</b></p>		
<p><b>Route 16 Through M4 J5 to Huntercombe WB</b></p>	<p>Similar to the eastbound route, the westbound route 2021 JT did not increase above the base line data.</p> <p>Compared to 2019 JT, 2020 increased by 2 min 5 seconds in Jan 2020.</p>	<p>PM JT data for this route shows that the JT in 2021 increased to not more than 1 min 28 seconds in Aug and Sep compared to 2019 data.</p> <p>Compared to 2019 JT, 2020 increased by 1 min 54 seconds in Jan 2020.</p>
<p><b>Route 16c Dover Rd to Huntercombe Rdbt WB</b></p>	<p>Route 16c JT data does not show any increase to JT. The 2021 JT runs below the base line data except for the month in Sep where the JT time is the same as 2019.</p> <p>Compared to 2019 JT, 2020 increased by 1 min 4 seconds in Jan 2020.</p>	<p>PM JT monitoring shows a similar pattern except from Jul 2021 the JT starts to increase at least by not more than 22 seconds compared to 2019 data.</p>
<p><b>Route 16e Tuns junction to Dover Rd WB</b></p>	<p>2021 JT monitoring along this route shows is below 2019 data until May 2021 where JT increased by not more than 29 seconds.</p> <p>Compared to 2019 JT, 2020 increased by 1 min 6 seconds in Sept 2020.</p>	<p>Similar to am data, the 2021 JT are below the 2019 up to May 2021 where JT increases slightly for the rest of the observed months. The highest JT was observed in June 2021 with not more than 32 seconds compared to 2019 JT.</p>

<b>Route 16d HoS to Tuns Junction WB</b>	Compared to 2019 JT, 2020 increased by 15 seconds in Jan 2020.	The 2021 data is below the baseline until Mar 2021 where the JT continues to be above baseline data (2019) The highest increase in JT is in May 2021 by 57 seconds compared to the 2019 JT.
<b>16F2 Sainsbury's Rdbt to Heart of Slough WB</b>	JT observed in 2021 is below the base line data (2019).	JT observed in 2021 is below the base line data (2019).
<b>Other Routes</b>		
<b>Route 26 Northborough Sheffield Oatlands Drive, Stoke Poges Lane to HOS route</b>	JT observed in 2021 is below base line data except for the month of May and June where there is a slight increase in JT by 48 seconds compared to JT in 2017. Data for this year is not available for the full year. Comparable data for 2017, 2020 and 2021 for journey times in August and September show that journey time in August 2021 is lower than the journey time lower in 2019 but for the September months, journey time is lower in 2020.	JT observed for the pm data shows that there was no increase in journey times between January and February 2021 but journey time was observed to have increased from March 2021. The highest increase was in April 2021 by 2 minutes 14 seconds, compared to JTs in 2017.

Table 7 Comparison of Bluetooth journey data

The comparison of the monthly journey time for each year between 2019 and 2021 shows that the peak time experimental scheme has had a minimum impact to journey time along the A4 Bath Road. Compared to the baseline data of 2019, the highest increase in JT was by 2 min 57 seconds in Aug 2020 on the Route 15 Huntercombe to M4 J5 – EB, with JT 2020

Data from roads that are likely to be used as a short cut by the commuters, shows that there has not been a concerning increase of journey times along the route. Further data showing the monthly journey times for each year for the above listed routes are in appendix 1.

### iii. Bus Journey Time

Bus journey times were derived from JMW for the First Berkshire Bus Service 4 that runs between Heathrow and Maidenhead via Slough. The bus service number 4 was used to monitor the impact of the experimental bus priority measures that have been introduced on the A4 Bath Road between Dover Road and Uxbridge Road from Feb 2020 to Dec 2020.

Between Apr and May 2020, there was a reduced service due to the Covid -19 lockdown measures therefore peak times accommodating the service have been set to start at 07:30hrs and 16:30hrs.

For determining changes in journey time and variability and to monitor the performance of bus priority measures along the A4 through Slough Town Centre, monthly weekday average peak hour times (AM and PM Peak average), for weekdays only at am peak – 08:00-09:00hrs and the pm peak 17:00hrs – 18:00hrs were used.

The study looked at the journey times for the following segments, in both directions:

- Dover Road to Heart of Slough (Library stop now known as The Moxy Hotel);
- Dover Road to Uxbridge Road Sainsbury's.
- Heart of Slough (Library stop) to Dover Road; and
- Uxbridge Road Sainsbury's to Dover Road.



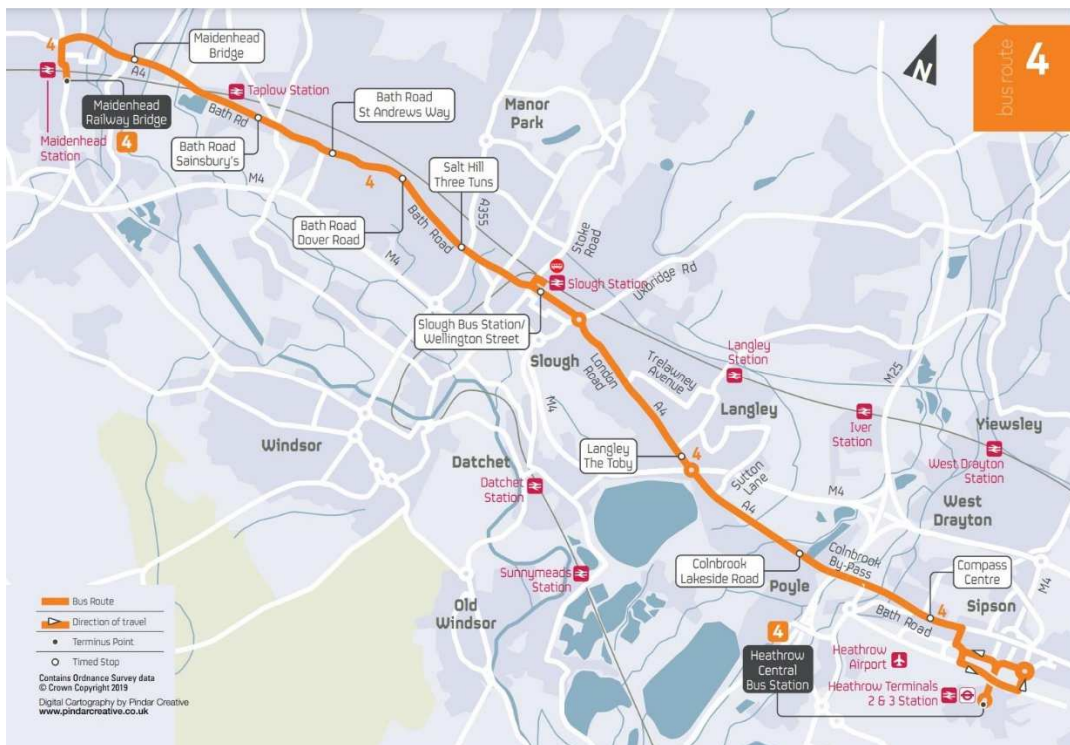


Figure 1 Bus Route for study

Analysis of journey time data collected between Feb 2020 to Nov 2020, indicates high levels of journey variability, which is likely to result in poor reliability of the bus service at each stop between Dover Road and Slough Library along and beyond the study area. Due to Covid-19 lockdown restrictions, there was a reduction in the number of journeys from mid-Mar until early Jun. However, the data shows there was little variability in journey time for the remaining services when in the context of low traffic congestion due to the lockdown travel restrictions, and it can be inferred that congestion has a significant impact on Service 4.

For the Library (now known as The Moxy Hotel) to Dover Road section, no significant patterns can be observed after Apr which shows typically a 5 minute variability and evening peak journey times are often higher compared to AM journeys, but surprisingly, there was only a low increase in journey time after lockdown reopening and the start of the school term in Sep 2020.

Further analysis of the average journey times and standard deviation per month for AM and PM peak shows the late Mar and Apr lockdown journey times presenting a useful 'best case' scenario of low congestion and short journey times for buses. Observed data from Apr shows the lowest journey times across the 10 months for both the segments, Library (6.5minutes) and Uxbridge Road (8.4 minutes). The highest journey times are in Feb 2020 for the Library segment (9.1 minutes), and in Sep 2020 for the Uxbridge Road segment (14.3 minutes).

Post-lockdown and at the start of the school term in September, bus journey times were negatively impacted by reopening on the section between Library and Uxbridge Road. It appears that nearly half of the journey time between Dover Road and Uxbridge Road is made up of congestion-related delays, with a low-to high journey time gap of 5.9 minutes between Apr and Sep. Whilst journey times up to Heart of Slough (Library) remain relatively consistent across the year, the last three stops, between Library and Uxbridge Road, contribute to a significant increase in journey time. However, there is a positive trend beyond Sep 2020, with journey times decreasing towards the end of 2020.

The section between Dover Road and Slough Library improved in both journey time and reliability after the implementation of bus lanes, saving 2 minutes in journey time, compared to pre-lockdown conditions and becoming significantly more reliable. Overall, the analysis demonstrates that the

bus lanes were providing buses with a comparative advantage over car journeys, particularly as traffic builds up (post-lockdown), with some exceptions on the longer route (to Uxbridge Road Sainsbury's) mainly seen in Oct.

### **Comparison of Bus journey time vs Normal traffic**

General traffic journey time data was extracted from the Slough real-time 'Drakewell' database for the same segments and time periods.

The comparison of general traffic journey times and bus journey time data shows that in most months, through 2020, bus journey times were lower than general traffic journey times for both journey segments in the eastbound direction, (i.e., between Dover Road and the Library and between Dover Road and Uxbridge Road Sainsbury's), with the exception of Feb, Mar and Oct, when bus journey times were slightly higher on the longer route section only. Furthermore, the difference in journey times, between buses and general traffic, were greatest between Aug and Nov, likely related to the introduction of the bus lanes reducing bus journey times, as well as to some extent related to the fact that overall traffic flows were likely to be higher due to the easing of lockdown restrictions, related to COVID-19, during these times, pushing up general traffic times. In particular, on the segment between Dover Road and the Library stops, bus journey times remained relatively constant (Apr to Nov), whilst the traffic journey times increased from Jul. They are also notably lower than comparative months of Feb and Mar (pre-lockdown), suggesting the bus lanes have some impact here. Overall, it therefore suggests that the bus lanes were providing buses with a comparative advantage over car journeys, particularly as traffic builds up (post-lockdown), with some exceptions on the longer route (to Uxbridge Road Sainsbury's) mainly seen in Oct.

Journey times for the westbound direction on the A4 in Slough section between the Library and Dover Road, between Uxbridge Road Sainsbury's and Dover Road shows less overall variation in journey times across the year, compared to the eastbound direction, except for a slight dip between Apr and Jun, which could be due to the lockdown restrictions resulting in less traffic on the roads. There is also less variation in journey times between buses and general traffic, on both route segments throughout the year. It should also be noted that on the longer route segment, average bus journey times are actually longer than the general traffic journey times between Apr and Aug which could be explained again by the lockdown restrictions that resulted in less traffic on the roads and hence relative less congestion for general traffic.

There is some evidence, however, that as journey times increased for general traffic on both the longer and shorter route segments, notably between Aug and Nov, bus journey times remained fairly constant (despite overall traffic flow increases), which could be attributed to the introduction of the bus lanes. The bus journey times were comparatively much higher in Feb and Mar 2020, on the shorter route segment, before the bus lanes were introduced.

#### **iv. Cycle Data**

Cycle survey data for Oct, Nov and Dec 2020 was recorded and collected at 10 set locations along the A4 including both carriageway and off carriageway counts. Cycle data collected between Oct and Dec 2020 shows there is a high number of cyclists using off road routes compared to the on-road cycling route (using the bus lane) between Heart of Slough and Burnham Lane. The A4 has a shared cycle/pedestrian lane in place, where footways have been demarcated for both modes. Cycling on a bus lane suits confident cyclists. The highest recorded number of cyclists captured at Site 6 (A4 Bath Road/ East of Tuns Lane) in Oct 2020 with a total of 5,787 cyclists passing this point. Cyclist numbers decreased in December for all monitoring sites with the lowest recording of 577 cyclists passing site 10 (A4 Wellington Street/ East of Aldin Avenue South). While take up of cycling was significant, this may infer that many of the additional cyclists may have been less experienced cyclists.

Data collected in Nov 2020 shows that there continues to be a high number of recorded cyclists between Heart of Slough / Town Centre and Burnham Lane. This increase is influenced by the land uses including the Trading Estate, Burnham Station, Slough Station and Town Centre area that are served by the route. Compared to the previous month, the recorded

cycle flows for both on carriageway and off carriageway cyclists show slight changes to the cycle flows captured in Nov 2020. However, the data continues to show a high number of cyclists using the off-road cycle routes compared to on road cycling. There is missing footage between 12- 31 Oct 2020 for site 4 that has affected the westbound cycle flow data.

See Appendix 2 for Slough Cycle Hire trip data.

#### v. Cycle Hire

Compared to 2019, cycle hire scheme usage along this route has decreased. The scheme was closed for a period soon after the first lockdown between 26 March 2020 – 29 June. The reduced use to the cycle hire along this route may have been as a result of competition from the newly introduced e-scooter scheme as well as the reduced number of workers using the cycle hire between the two main stations to the trading estate. The cycle hire usage continued to decrease across all the stations. Separately, a full review of the cycle hire scheme was set out in a Significant Decision report dated Jun 2021. Slough Cycle Hire data, at this time does not contribute to the consideration of the A4 Bus and Cycle Lane.

#### vi. E-Scooters

The E-scooter scheme was launched in Oct 2020 and Nov 2020 has seen an increase in the total number of trips, riding hours and distance covered by e-scooter users. Data obtained from Neuron Mobility shows that e-scooters continue to grow with total number of trips recorded being 222,032 and an overall distance of 475,288 km covered since the scheme was launched in Oct 2020. The data shows that the growth in ridership has been significant, with high levels of use and shows the use of the scheme for the entire scheme with the highest recorded trips of 36,583 in Jul 2021 and an overall 475,000 km covered since the scheme started. This is an average of 20,000 trips made per month (including low use periods due to lockdown in Jan/Feb 2021).

Monthly Data	Total Number of trips	Total riding hours	Total distance covered (km)
Oct-20	7,973	1,396	11,561
Nov-20	14,928	2,932	28,942
Dec-20	13,156	2,221	23,164
Jan-21	8,185	1,364	15,127
Feb-21	8,512	1,486	16,076
Mar-21	15,417	2,739	30,478
Apr-21	24,036	4,255	72,756
May-21	27,348	4,530	73,771
Jun-21	31,859	5,326	91,132
Jul-21	36,853	6,140	112,281
Aug-21	33,765	5,676	101,295
<b>Total</b>	<b>222,032</b>	<b>38,065</b>	<b>475,288</b>

Table 8 Monthly data for e-scooter trips

While it is not possible to attribute any growth in this mode due to the A4 Bus/Cycle Lane, a user survey issued by the e-scooter provider, Neuron Mobility showed that 50% of e-scooter trips replaced car trips. Combined, 57% of scooter trips are introducing individuals to micro mobility infrastructure, making them more aware of active travel options. There was a recognition when the A4 Bus and Cycle Lane was introduced in August utilising the Emergency Active Travel Fund (EAFT) that there had been a significant increase in active travel nationwide. The success of e-scooters in Slough indicates that behaviour change, away from private car use is a realistic aim.

The e-scooter user data has been analysed to understand this mode's impact on the private car use and modal shift. During the month of September 2021, there were 21,569 e-scooter rides. 1,794 of these started in close proximity to the Bath Road area between the Huntercombe roundabout and the Uxbridge Road Junction with the A4 and 2,078 trips ended in this location. This means that at least 18% of trips have more than likely used the Bath Road.

Applying this percentage to the 285,000 trips Neuron Mobility have had since launch in October 2020, indicates that at least 51,000 of these trips have used the Bath Road. Using the user survey data that showed 50% of e-scooter users trips replaced car trips then this results in over 4 tonnes of CO<sub>2</sub>, as shown by the below calculations.

*51,000 km travelled x 50% car displacement rate x 160g CO<sub>2</sub>e / km) = 4 tonnes CO<sub>2</sub> saved.*

*(1 tonne of CO<sub>2</sub> is equivalent to driving 6000km with a diesel car).*

The carbon saving figure of 4 tonnes saved is conservative and further interrogation of the e-scooter user data and ride-through journeys is likely to show higher carbon savings.

#### **vii. Air Quality**

Two of Slough's four AQMAs are in close proximity to the A4. Air quality therefore is one of the key factors to be considered when reviewing the impacts of the bus lane scheme. As the bus lane was installed where traffic volumes were reduced far below typical levels, this resulted in a positive air quality impact.

A review of the bus lane related impacts however using monitoring data is challenging, as the effect of the pandemic is likely to have masked bus lane related impacts. While an analysis of the data from the existing monitoring sites does not suggest that the bus lane is worsening the air quality, there are many factors which influence air quality, with weather being the primary one. It is therefore not possible, to state with confidence that the bus lane is the cause of the low concentrations experienced in 2021 but may be a contributing factor.

The data (presented in Appendix 1) suggests that neither the full time, nor peak time only bus lane schemes have caused a worsening of air quality at monitoring locations in close proximity to the scheme or on connecting roads. Short term monitoring is unlikely to demonstrate that the scheme has a strong positive impact. There is risk that the congestion that is likely to be caused by the scheme may result in a worsening of air quality on the A4 and connecting roads, as vehicles are restricted to using one lane of traffic only, but conversely the scheme has potential to improve air quality by increasing the distance between the receptors and the main traffic flow, and allowing for greater increase of active travel and use of public transport, reducing congestion in the long term. The evidence for the impact of traffic related air pollution on human health is well founded but it is not always easy to assess the outcomes associated with individual transport measures, due in part to the cross-cutting nature of pollution sources and multiple benefits that may arise from any given action (Local Air Quality Management, Policy Guidance, PG16, Defra).

Due to the influence of the pandemic on traffic levels, it remains difficult to ascertain the level of improvement that the bus lane has on NO<sub>2</sub> concentrations, as most impacts would be masked by the positive effect of the pandemic. When reviewing 2021 data, NO<sub>2</sub> concentrations across Slough have not returned to pre-Covid-19 levels, despite traffic volumes starting to return to typical levels. This may be due to climatic effects or could be due to schemes such as the experimental bus lane, however the data suggests that low concentrations of NO<sub>2</sub> are experienced borough wide, rather than just at locations in close proximity to the bus lane scheme. It may be that both factors are causing a positive impact on air quality, however to determine the full impact of the scheme, further monitoring should be undertaken to determine whether NO<sub>2</sub> concentrations continue to remain low as traffic levels continue to rise.

#### **viii. Accident data**

Feedback from the consultation highlighted road safety concerns particularly at key junctions along the route. An analysis was undertaken by officers by reviewing the available data to identify if there are recorded collisions that have occurred along the bus lane. Officers analysed the 19 recorded collisions between 1 December 2020 and 30 June 2021. The data shows that there are 15 slights, 3 Serious and 1 fatal. Of the 19 recorded collisions 2 occurred following left turns by vehicles exiting the A4 and 1 collided with pedestrian whilst the vehicle was travelling in the bus lane. The fatal collision that was highlighted by the police involved an LGV travelling east to west colliding with a pedestrian crossing the carriageway. Contributory factors are 306 (Exceeding speed limit), 602 (careless reckless or in a hurry) and 802 (Failed to look properly). To address road safety issues along the A4, a review of the bus lane signage and road markings will be undertaken if the scheme is to be made permanent and also as part of an independent Stage 3 Road Safety Audit. Officers are currently investigating road safety intervention measures as part of the A4 Safer Road scheme to be delivered late 2022. Funding is already in place for this work, secured through the Safer Roads Fund issued by the DfT and focused on Road Danger Reduction measures which will address the root of issues identified on the A4.

#### **ix. Parking Enforcement**

The enforcement data shows that the westbound cameras on A4 Bath Road near Eden Girls (LP161) and A4 Bath Road towards Dover Road (LP115) have the highest number of penalty charge notices (PCNs) issued. The PCN data presented shows that despite the introduction of enforcement along this route, vehicles still use the bus lane- this may have been influenced by the relaxation of Covid- 19 restrictions and returning commuters being unfamiliar with the bus lane. See Appendix 1 for PCN Data.

#### **Summary**

Data from various sources discussed in the report do not fully capture the extent of the performance/impact of the experimental bus lane on the network and bus journey times. The following summarises whether the evaluation has answered the study's aims as set out in the introduction and also sets out potential mitigation measures. It is recognised that continued monitoring is required to identify continued improvements.

Consultation feedback mainly highlighted the impact of the bus lane on journey time and congestion. However, an analysis of traffic monitoring sites did not identify any increase in traffic volume that may have been of concern between Aug 2020 and Aug 2021 when the Experimental Traffic Regulation Order started. This analysis is further supported by journey time data that shows delays to normal traffic travelling along the route have not increased to any levels of concern. Although the scheme does not present a notable improvement, there has been no material worsening of congestion levels. This is significant given the removal of the traffic lane and the reallocation of road space during peak times.

A likely diversion route was selected to understand if there was any rat-running. Data was reviewed for one direction only along Northborough Road via Farnham Road via – Sheffield Road, Oatlands, Stoke Poges Lane to the Heart of Slough - Wellington Street. The data for this route was inconsistent over certain periods, and therefore 2017 was set as the baseline. The data obtained from the study period shows that there has been an increase of journey time on this diversion route between Apr 2021 and May 2021 by not more than 48 seconds for the AM. For PM peak time, journey time increased by at least 2 minutes 14 seconds in 2021, compared to journey times in May 2017

The A4 remains a key diversion route when the M4 experiences planned and emergency closures. To mitigate congestion and journey time delays caused by planned or unpredicted events, monitoring of the A4 is required, which enables actioning the correct response. For example, the new vaccination site opening at Salt Hill Park on the A4 caused significant tailbacks on the route. The Parking Enforcement team was able to suspend enforcement during these times, enabling an

appropriate response at a critical time. Optimising existing infrastructure and adopting technology to improve traffic flow is an aim to be applied across the entire road network.

From Feb 2020 to Nov 2020, bus journey times have been collected to identify any journey time improvements for Bus route 4. The data shows that the bus journey time has improved by 2 minutes compared to pre-lockdown levels and is becoming more reliable. However, given the various factors that have influenced traffic behaviour on the network, such as changes to working patterns, it has not been possible to fully infer the benefits of the scheme.

Unlike other data collection methods where less data can be analysed for insights, for air quality data, the monitoring period is not sufficiently long enough to conclude if there are any benefits or disbenefits to air quality along the A4. It is concluded that there is no worsening of air quality due to the scheme, despite traffic lanes being reduced, but further monitoring is required to fully understand the impact of the bus lane. It is also not possible to attribute improvements to Air Quality as a result of the scheme solely; however, studies and government guidance continue to highlight the 'strong evidence for the significant contribution of transport emissions to air pollution in urban areas, (Air Pollution in the UK, Publication series, Defra <https://uk-air.defra.gov.uk/library/annualreport/index>).

The comparison data was collected during Covid-19 restrictions when concerns around contracting or spreading the virus by commuters alongside the new way of working from home resulted in a significant change in commuter travel behaviour. The scale of the Covid-19 crisis could trigger even more significant and longer-lasting effects on mobility patterns, particularly for public transport journeys. The government recognised the decline in bus patronage and set out a strategy to stimulate its growth. Bus journey improvements such as better journey times, reliability and cheaper fares are aims in SBC's Bus Services Improvement Plan. Bus priority infrastructure improvements must be introduced to prioritise buses, particularly during peak times, to achieve these aims. The A4 bus scheme upholds these objectives.

Additionally, the introduction of the bus lane will unlock several opportunity corridors supporting the expected growth of the residential dwellings, which will increase patronage along the route. The return of commuter journeys to Heathrow will also support bus patronage growth. The scheme complements previous sustainable schemes that focus on improving Slough's journey times and including the delivery of SMaRT projects. By enhancing favourable conditions for a modal shift favouring public transport, the bus lane is critical in facilitating sustainable travel choices and curbing an increase in traffic levels and the associated dis-benefits of private car use, with improved bus operational conditions enabling greater accessibility and connectivity.

### 3. Implications of the Recommendation

#### 3.1 Financial implications

Should the Experimental Traffic regulation order for the scheme be made permanent, associated signage and road markings will have to be introduced to improve road safety.

- i. Scheme cost breakdown to make the scheme permanent scheme are set out in Table 9 below.

Item	Costs
A road safety audit Stage 3 Audit undertaken for all six sections by an independent auditor to identify any potential hazards or road features that may affect the safety of all road users.	£6,000
Costs for the removal of the road markings for the cycle lane on the A4 junctions between Huntercombe Roundabout and Dover Road.	£30, 000
The approximate total cost for additional works (revision to TRO, additional signage and meeting road safety report recommendations.	£32,000
Costs to update signs to include EV's along all bus lanes in the borough (optional)	£30,000
<b>Approximate Total for all costs</b>	<b>£98,000</b>

Table 9 Approximate costs to make scheme permanent

- ii. Scheme costs to remove the scheme including all associated road markings including the cycle lane, signs, signposts, and enforcement cameras are set out in Table 10:

Item	Costs
Costs to remove the scheme including all associated road markings (hydroblasting), signs and signposts.	£82, 000
Costs for the removal of the road markings for the cycle lane on the A4 junctions between Huntercombe Roundabout and Dover Road.	£30,000
Approximate costs to remove the enforcement cameras	£ 7,500
<b>Approximate Total for all costs</b>	<b>£119,500</b>

Table 10 Approximate Costs to remove the scheme

- iii. Scheme costs to revert back to the 24 hour experimental bus and cycle lane are set out in Table 11

Item	Costs
A road safety audit Stage 3 Audit undertaken for all six sections by an independent auditor to identify any potential hazards or road features that may affect the safety of all road users.	£6,000
Costs for the removal of the road markings for the cycle lane on the A4 junctions between Huntercombe Roundabout and Dover Road.	£30, 000
The approximate total cost for additional works (revision to TRO, additional signage and meeting road safety report recommendations.	£15,000
Costs to update signs to include EV's along all bus lanes in the borough (optional)	£30,000
<b>Approximate Total for all costs</b>	<b>£81,000</b>

Table 11 Approximate Costs to revert back to a 24hr Experimental Bus and Cycle Lane

Costs for scheme changes will be met through the Integrated Transport Budget in P192 Integrated Transport block grant. This is an annual grant issued by Government to Transport Authorities to deliver transport related improvements.

### 3.2 Legal implications

- 3.2.3 The Traffic Management Act 2004 (Section 16(1)) imposes a Network Management Duty to ensure that Slough Borough Council secures the expeditious movement of traffic on the authority's road network and facilitates the expeditious movement of traffic on road networks for which another authority is the traffic authority. From 30 July 2021, Councils shall have regard to the statutory guidance 'Traffic Management Act 2004: network management to support recovery from Covid-19' to deliver their management duty under that Act.
- 3.2.4 The guidance emphasises that the Public Sector Equality Duty still applies and in making any changes to their road networks, Councils must ensure that elements of a scheme do not discriminate, directly or indirectly and must consider their duty to make reasonable adjustments anticipating the needs of those with protected characteristics, for example, by carrying out equality impact assessments on proposed schemes. Engagement with groups representing disabled people and others with protected characteristics should be carried out at an early stage of scheme development. Visually impaired people, particularly, may find navigating through changed layouts difficult if they are not thought through at the design and consultation stage.
- 3.2.5 Thus, the Committee must take into account all the relevant information, as set out in this report and Appendices, including the monitoring data, consultation responses and the EIA Report, and carry out a balancing exercise and make a decision as to the weight to be given to each consideration, concluding whether the ETRO's should be made permanent.
- 3.2.6 The Council as a Local Transport Authority (LTA) has statutory functions under the Local Transport Act 2008 and has statutory duty to comply with the Transport Act 2000, as amended by the Bus Services Act 2017. The Council is also under a statutory duty to comply with the National Bus Strategy
- 3.2.7 If, having considered the consultation responses, the scheme is to be approved, it will require the existing Experimental Traffic Regulation Orders to be made permanent. The process will be subject to procedures under the Road Traffic Regulation Act 1984 (RTRA 1984) (s.9) and the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996 (reg.23). It should be noted that under the RTRA 1984 s.122 the Council has the duty to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and involves a balancing exercise in accordance with that Act.
- 3.2.8 The ETRO's can be made permanent as no variation or modification of the experimental order was made in the 12 months from the date of the ETRO's and without the requirement to undergo the consultation process, publicity and objection requirements. Before making the ETRO's permanent, the Council must consider all objections made and not withdrawn. The Council also has a discretion to hold a public inquiry under regulation 9(1).
- 3.2.9 Recommendations to undertake remedial works that include signage and road markings will be undertaken using the Councils statutory powers as the Highway Authority and The Traffic Signs Regulations and General Directions 2016.
- 3.2.10 Contraventions (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2005. The Bus Lane Contraventions (Approved Local Authorities)



(England) Order 2005 enables Slough Borough Council to undertake those powers of enforcement on the bus lane.

3.2.11 In accordance with the Council's Constitution, under Part 3.5, the Cabinet has responsibility for executive functions relating to Transport matters (including Traffic Regulation Orders and related management matters). This function relating to Operational Transport and Traffic matters can be delegated to Officers in accordance with the Scheme of Delegation. Under Part 3.7 of the Constitution, the Lead Member for Sustainable Transport & The Environment has the responsibility for Public Transport & Travel Plans and relationships with Bus & Rail Operators and Heathrow Airport Ltd.

3.2.12 Part 3.6 of the Constitution sets out the Scheme of Delegation to Officers and under Section 2 - Executive Directors' general delegated powers include: taking and implementing any decision required for operational effectiveness, taking any action necessary to ensure the effective development and implementation of the Council's key strategies and services relating to directorates and attending and representing the Council on partnership boards. Under section 4, specific delegation is given to the Executive Director – Place & Community for the function relating to Transport planning.

### 3.3 Risk management implications

<i>Description of risk</i>	<i>Risk/Threats/Opportunities</i>	<i>Current Controls</i>	<i>Proposed future controls</i>
Objection to the permanent scheme due to unfavourable response to the wider public consultation.	Provides the Council with the opportunity to analyse the feedback and identify if there are any additional measures to be undertaken to improve the route.	a) Analyse the existing data to identify if the bus lane has had an impact to the journey times. b) Introduce ETRO's along the route to allow revoking of one or more section as and when required to reduce impacts.	TRO process has followed the statutory process and is advertised as per requirements of the Road Traffic Regulation Act 1984 – Section 9 and the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996-Regulation 22.
Financial impact on the Council as a result of the additional works	High costs towards the removal of the bus lane markings, signs and equipment associated with enforcement.	No remedial works have been undertaken until a decision has been made.	a) Additional bids have been submitted to the DfT to support expansion of cycling and walking infrastructure. b) Continued project management and financial monitoring of the scheme.
Likelihood of collisions because of unclear signage.	Increase of KSI's due to unclear signs	A Road Safety Audit stage 1 and 2 has been undertaken and if the scheme is to be made permanent a Stage 3 RSA will be undertaken.	New signage to be introduced following approval to make the scheme permanent. Undertake a road safety audit if additional signs are to be introduced or if the scheme is to be made permanent.

### 3.4 Environmental implications

3.4.1 The Council's ambitions are described in key corporate strategies including the Wellbeing Strategy and the Five Year Plan. Additional strategies, such as the 2040 Vision and Climate Change Strategy are currently being prepared but their key principles are upheld through

delivery of measures such as an A4 Bus and Cycle Lane. These ambitions can be summarised as follows:

- To protect and enhance the built and natural environment and contribute to tackling climate change.
- To create attractive, accessible and liveable places that contribute to better healthy, wellbeing and where everyone has the same access to opportunity and
- To provide the conditions for sustainable, inclusive and resilient economic growth, including enabling regeneration and redevelopment.

In its recently published strategies, the government set out its vision for a net zero transport system which will benefit all. Public transport and active travel will be the natural first choice for daily activities; cars used less and residents able to rely on a convenient, cost-effective and coherent public transport network. The bus is the most efficient user of road space and a vital part of an environmentally friendly local sustainable transport system. Actions taken by the council that negatively impact on bus service provision will make it difficult to achieve this vision. It would also be contrary to the Council's own carbon priority agreed to in the Corporate Strategy.

### 3.5 Equality implications

3.5.1 The Equality Act 2010 outlines the provisions of the Public Sector Equalities Duty and under s.149 it requires Public Bodies as decision makers to have 'due regard' to achieving a number of equality goals, which includes the need to:

- a. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- 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.

3.5.2 Relevant protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

3.5.3 The broad purpose of this duty is to integrate considerations of equality into day to day business and keep them under review in decision making, the design policies and the delivery of services.

3.5.4 In order to assist in meeting its duty the Council has carried out an initial Equalities Impact Assessment (EIA) for the A4 Experimental Bus and cycle Lane scheme and this is provided as Appendix 5 to this report.

The overall expectations are as follows:

- a) The impacts of the permanent scheme will be generally positive for all groups in society, with improvements across the borough. Benefits will be directly experienced in particular by those who travel by Public Transport and by Active Travel Modes, or those who intend to do so. Further improvements to bus journey times and cycling infrastructure will help realise these benefits.
- b) The main positive impacts are extensive and relate in particular to improvement in air quality, reduced congestion levels, better journey times for buses, increased activity and connectivity, and better road safety. Again, these aspects will be of benefit to all, with specific benefits for certain protected groups.

However,

- c) There will be some negative impacts from the scheme on certain groups. However, it is considered that any such negative impacts of the scheme are outweighed by the positive impacts expected for all, including those specifically adversely affected to any extent.

3.5.5. The positive benefits identified in the EIA as a result of the introduction of the permanent scheme are as follows:

- more frequent buses
- reliable bus journey times – bus journey times are affected by congestion. Service punctuality is an important factor in choosing this mode. Bus lanes are one type of measure to improve bus journey reliability as well as traffic signal priority and reducing delays at signals for buses.
- a shift to sustainable modes of transport and improvements to the public realm
- continued support for the strategic objectives linked to road safety
- improved air quality and public health improvements through increased activity (Cycling and Walking for individual and population health benefits, Public Health England, 2018, [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/757756/Cycling\\_and\\_walking\\_for\\_individual\\_and\\_population\\_health\\_benefits.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/757756/Cycling_and_walking_for_individual_and_population_health_benefits.pdf))
- 

3.5.6. Examples of the main positive impacts on specific groups, expected to be experienced as a result of the scheme, are as follows:

- Reliable services will be especially helpful to the elderly. This will lead to increased perceptions of safety and greater comfort / minimised physical pain related to traditionally longer waiting times. A more reliable network of services will also improve connectivity and social inclusion, as well as access to a range of destinations.
- Similar benefits will also be expected for people with disabilities, through a greater understanding of the issues, which will be shared by the operators and the Council.
- More frequent and more reliable services will also improve safety (perceived and actual) especially for mothers of young children and the elderly. Benefits will also be associated with better access to healthcare related destinations. Lower fare costs may well be of particular benefit here too.
- Improved bus services are expected to provide a more attractive, more efficient travel option for specific cultural groups, where there is typically a strong 'car culture' and a reluctance to travel on public transport.
- More reliable bus services, reduced waiting times, and a better bus network are all likely to provide a safer and more attractive travel option, especially to young people (including school children and those seeking to travel to places of worship across the borough).
- Low income groups, with less access to private vehicles, will benefit from reliable greater travel options and opportunities.

3.5.7. The main negative impacts identified in the EIA are as follows:

- Older people who prefer to use their car and not willing to use public transport would not see benefits as a result of the bus lane due to some degree of adverse impact from reduced lane space on the network for cars
- The same principle applies to people with disabilities, who again may be less able or willing to use public transport and are reliant on the use of their private car.
- Due to limited space on buses for pushchairs, some parents with young children might be adversely affected by increased priority accorded to buses on the network.
- Reduced lanes to accommodate a bus lane may result in congestions when collisions occur along the route.
- Although it can be hard to demonstrate with empirical evidence, certain attitudes towards public transport may be of particular relevance to certain ethnic minority groups. Themes include actual and perceived safety on public transport. However, the negative impacts of

the scheme are most directly associated with anyone who prefers to use their own car, or for whatever reason cannot use public transport.

#### 3.5.8. Overall assessment

As above, there are some groups where both positive and negative impacts may be experienced to varying degrees. A likely outcome on the network in relation to the negative impacts could be an increase in shorter journeys due to the actual or perceived cost or difficulty in using public transport. However, the impact of this outcome would be considered disproportionate when taking into account the positive impacts which are expected to be experienced by the same groups (and indeed all groups in many aspects). Overall, the positive benefits are considered to be considerably more extensive.

These greater benefits relate to the expected improvement in air quality, reduction in CO<sup>2</sup> emissions and the related improvements in public health, as well as increased connectivity and social inclusion, the potential for economic growth, a more vibrant town and overall an enhanced quality of life.

#### 3.5.9. Consultation and responses

The scheme has been designed and proposed with reference to the views and wishes of residents and commuters. A consultation exercise was undertaken between December 2020 and August 2021 to gather feedback / comments from residents and commuters about how the bus lane was operating and the impacts it was having, 862 responses were reviewed by Officers and the top five most common key themes from the feedback were mainly road safety concerns, congestion, fewer buses using the bus lanes, increased journey times and concerns about the impact on Air quality. From the consultation responses, there are three with specific references to people with disabilities. One of these relate more to quality of bus services rather than impacts (e.g. congestion) considered to be caused by the scheme. Similarly, there is only one response specifically referencing the elderly, and this again targets poor bus services rather than congestion.

There are three responses specifically mentioning young children. A further 14 responses mention parents with comments mainly on school journeys.

The perceived negative impacts are noted, however in several cases they appear to be related to more general factors already in existence, and to address these concerns, the scheme is expected to lead to wider improvements in bus services. Furthermore, there is an overriding requirement for a reduction in school trips by private car. This is an essential part of an overall sustainable transport solution which will ultimately reduce congestion.

Similarly, the EIA has been prepared taking into account the responses from this consultation. Further details are also available in the monitoring reports.

There are limits as to how far the proposed scheme can address any negative impacts identified in the EIA (and in turn in response to the consultation), noting that the scheme is essentially based on road-space re-allocation. However, in parallel to the introduction of the proposed scheme and related schemes being considered, a range of mitigation measures has been considered and included in the Bus Service Improvement Plan (BSIP), which is dedicated to encouraging wider use of public transport and behavioural change, with extensive benefits expected for all.

#### 3.5.10. Ongoing EIA review

The assessment for this scheme will be continually reviewed, with ongoing monitoring and further action proposed and included in the EIA as a *'live document'*.

### 3.6 Procurement implications

None

### 3.7 Workforce implications

None

### 3.8 Property implications

None

## **4. Background Papers**

- Officers submitted an SD in May 2020 to undertake the experimental scheme.
- A report was prepared and submitted Extraordinary Joint Meeting of the Overview & Scrutiny Committee and Neighbourhoods and Community Services Scrutiny Panel on 29th Oct 2020 that enabled the introduction of peak time only experimental bus lane that also allowed permitted vehicles to use the route.
- A consultation was prepared and uploaded on Citizen to Space to seek feedback from commuters and residents. <https://slough.citizenspace.com/transport/experimental-a4-bus-and-cycle-lanes/>. Letters were sent to Statutory Consultees to inform them about the scheme and seek feedback.
- SD A4 Bus Lane Amends was submitted in November 2020

#### Related reports include:

- Strategic Transport Infrastructure Plan - <https://democracy.slough.gov.uk/documents/s62834/Appendix%20-%20STIP%20slides.pdf>
- Emergency Active Travel and E-Scooter Trial - July 2020
- LCWIP (Local Cycling and Walking Implementation Plan) - July 2020
- BSIP and Enhanced Partnership- July 2021
- <https://www.slough.gov.uk/transport-travel/national-bus-strategy-bus-back-better/3>
- E-Scooter extension - Sep 2021
- Cycle Hire Review - Jun 2021

**Sign off procedure (NOT TO BE INCLUDED IN PUBLISHED REPORT)**

Statutory Officers: *(Finance and legal colleagues should be involved in projects etc from start of the work so that all financial and legal implications can be fully considered throughout. Minor reports should be provided to legal and finance 5 days before Executive Board meeting)*

Approved by or on behalf of s.151 Officer

Name:

Date:

Approved by or on behalf of Monitoring Officer

Name:

Date:

Approved by Executive Board:

Date:

Other officers consulted (consult officers as appropriate):

Procurement:

Name:

Date:

Equalities:

Name:

Date:

Communications:

Name:

Date:

Lead Member consulted:

Name:

Date:

Ward Councillors notified: YES/NO

Call in waived by Chair of Overview & Scrutiny: YES/NO (for completion by Democratic Services)





**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 17<sup>th</sup> January 2022

**SUBJECT:** Corporate Energy Procurement Strategy +  
Contracts  
(April 2022 – March 2025)

**CHIEF OFFICER:** Richard West

**CONTACT OFFICER:** Jason Newman

**WARD(S):** All

**PORTFOLIO:** Housing & Environment, Cllr Martin Carter

**KEY DECISION:** Yes

**EXEMPT:** No

**DECISION SUBJECT TO CALL  
IN:** No

**APPENDICES**

- A: Council and Housing Assets List on the Corporate Energy Contract
- B: Beyond Risk Management Energy Action Plan

**1 Summary and Recommendations**

- 1.1 To advise Cabinet that the procurement of the Councils corporate energy supply contracts between (April 2022 – March 2025) are proposed to be tendered via a DPS compliant framework with Gwynedd Council. The existing corporate energy fixed term contracts expire on **31<sup>st</sup> March 2022**. The new energy contracts were forecast (on 14<sup>th</sup> December 2021) at more than **£9.56 million** over the next three financial years and will create an additional revenue pressure of more than **£3 million** based on the current forecasted energy spend in 21/22 of **£2.02 million**.
- 1.2 The report seeks approval of the corporate energy procurement strategy outlined in this paper and the development of a risk management energy action plan (enclosed) based on cost avoidance to partially mitigate this financial risk but more importantly to align this plan with our Asset Disposal Plan to maximise cost avoidance and further reduce the financial pressure on the Councils revenue budget over the next three years.

## Recommendations:

Cabinet is recommended to:

- a) Note the report and the financial impacts of procuring energy contracts for the Council.
  - b) Approve the corporate energy procurement strategy over the next three years.
  - c) Delegate authority to the Executive Director of Place and Community to;
    - (i) access the DPS (Dynamic Purchasing System) established by Gwynedd Council for the procurement of electricity and gas and award call-off contracts under the said DPS; and
    - (ii) to enter into a consultancy agreement with Beond to facilitate the management of energy contracts under the DPS as required by the access agreement to that DPS.
- Reason:** to ensure best market price for supply of energy through a competitive tendering process, to ensure that supply contracts are flexible to the councils changing asset base and to maximise cost avoidance.
- d) Approve the centralisation of the management of the corporate energy contract, meter commissioning and meter decommissioning across Council assets to the Asset Contract Management Team to improve contract management and reduce costs.

## Comments of the Commissioners

*“The report is supported.”*

## 2 Report

- 2.1 Slough Borough Council needs to procure energy (electricity and gas) contracts to enable it to provide lighting, heating and ventilation to council and community buildings, communal housing blocks, street lighting, traffic lights, car parks, schools, children centres and to run its waste, cemetery, and parks operations, EV chargers and air quality monitoring stations and to ensure the Council is able to provide essential services to our residents, businesses and visitors and meet our health and safety obligations.
- 2.2 Slough Borough Council (Slough) secured, through its existing energy broker Zenergi, a 12-month corporate energy contracts for gas, UMS (unmetered supplies), NHH (non-half hourly supplies) – manual read meters), HH (half-hourly supplies – electronic automatic read meters) with a forecast cost of **£2,023,990** for 21/22, based on the current energy supplier rates at the time of tender (Feb 21) and the historic energy consumption of the Councils Assets. The full list of all the assets covered within the current corporate energy

contracts is shown in Appendix A, there are over **500 MPANs** (Meter Point Administration Number) and MRPNs (Meter Point Reference Number) under the current energy contracts. The MPAN is a unique 21-digit reference used in Great Britain that identifies each electricity supply point. There is an equivalent for gas, too, known as MRPN or Meter Point Reference Number.

- 2.3 In addition, new MPAN/MRPNs supplies were included on the corporate contract this year, these include the new crematorium extension and the new EV chargers at Herschel Car Park/Observatory House, but others have not been included i.e. TVU development and Chalvey Hub. The corporate contract does not currently include CCTVs. There is a need to **centralise the management of all energy contracts and budgets within the Council to ensure appropriate oversight, monitoring and cost control.**

### Options Considered

- 2.4 The Feb 2021 Cabinet Paper<sup>1</sup> on procurement of corporate energy recommended procuring fixed price energy contract for one year (April 2021 to March 2022). We were very fortunate as this energy procurement predated the significant market volatility and the Council's current brokers (Zenergi) managed to purchase our energy and gas at favourable fixed rates in late February 2021. The Cabinet report also advises that the AD of Place Operations would initiate and execute an energy procurement strategy for the period 2022-2025 for report and approval by no later than July 2021, and for execution by no later than October 2021.
- 2.5 The S114 notice diverted resources and focus on more immediate day to day expenditure and savings; the delay in preparing this report has enabled insight into a very volatile energy market and more detailed consideration of options.
- 2.6 Initially, the focus of the energy procurement strategy was on savings and buying at the lowest wholesale market price point and based on procuring at fixed price and fixed term contracts, which normally occurs over the summer/autumn months. Due to the escalating wholesale market costs of energy, the strategy is now based on cost avoidance under flexible supply and fixed price contracts that are focussed on reducing the revenue pressure as well as being capable of providing flexibility as the Council's asset portfolio changes.
- 2.7 We have been working with our procurement experts (RSM) to consider the energy procurement strategy for the next three years.
- 2.8 Officers have discounted continuation of the current energy broker arrangements. Concerns were raised in 2021 regarding compliance with the Public Contracts Regulations which officers were not able to fully resolve in a

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<sup>1</sup> <https://democracy.slough.gov.uk/documents/s62918/Report%20and%20Appendix.pdf>

timely manner. By switching to an alternative arrangement, these concerns will be resolved.

- 2.9 Two options were considered; procurement via a managed service under a professional buying organisation, specifically Laser Energy (a company owned and operated by Kent County Council) and procurement via a dynamic purchasing system operated by Gwynedd Council and managed by Beond Group, a private energy broker.
- 2.10 In both cases, green energy procurement and wider net zero carbon services can be supported as necessary.

### **Laser Option**

- 2.11 Laser is a large public sector energy buying organisation set up by Kent County Council. It provides three procurement purchasing strategies:
- a. Select a fixed price
  - b. Use a flexible basket (buying only)
  - c. Use a flexible basket with active trading (buying and selling)

Under these strategies, the Council would delegate the trading decisions to Laser, who would purchase alongside other authorities, Laser handles about £500m of energy contracts per annum.

- 2.12 They have two fixed six-month purchase within period baskets (October and April) and once a year in October for purchase in advance, entry to baskets is limited to those times.,
- 2.13 They have significant buying power as they are a large PBO and should be able to obtain competitive supplier rates; the Council however has to accept prices achieved by Laser through its trading strategies.
- 2.14 Operating collectively has advantages to the Council; unlike domestic supplies, corporate buyers must purchase energy in advance of consumption and face charges if these volumes are not met or exceeded (with a 10% tolerance). Under Laser, this is managed collectively reducing the likelihood of such charges. Laser also has acceptable bill validation services; a key component in managing the Council's costs.
- 2.15 Laser is, under its basket approach, not able to negotiate customisable terms and conditions on behalf of its customer since their buying strategy is a 'one size fits all' basket model with fixed terms and conditions. This is a significant disadvantage given the Council's intended asset disposals.
- 2.16 **Summary:** Laser presents a safe procurement option, and some benefits in terms of price and bill validation that will lead to cost avoidance. Its approach however is somewhat inflexible and presents some challenges in light of the asset disposal programme.

## Gwynedd Council Option

- 2.17 Gwynedd Council has established a dynamic purchasing system (a form of contract similar to a framework agreement) for the supply of energy to the public sector (2020/S042-100521)<sup>2</sup>. This agreement is managed by Beondgroup (Beond), commercial energy broker. By selecting the Gwynedd Council procurement option, the Council also selects Beond as its energy broker.
- 2.18 Officers have tested Beond's bill validation services and are satisfied with their approach that it can meet our needs.
- 2.18 Beond uses an innovative reverse auction procurement process across 15 registered suppliers that is focused on reducing non-commodity costs of services to ensure supplier costs are competitively price.
- 2.19 Beond are capable of mirroring Laser's procurement strategy, meaning that the Council is likely to achieve a similar outcome in either instance.
- 2.20 Beond's commercial nature and non-aggregated approach is however likely to be more flexible due to the Council retaining decision making powers over when energy is purchased; this is important when considering wholesale price changes, and opportunistic purchasing, and particularly within the context of our asset disposal strategy as our energy volume commitments change. Beond further has experience with commercial companies that have rapidly changing portfolios, and this will be invaluable when our asset disposal programme starts to gain momentum.
- 2.21 Beond are proposing a hybrid purchasing strategy, mixing short and long term fixed price contracts with flexible contracts. Such a strategy presents more opportunities for the Council to manage its energy costs proactively.
- 2.22 **Summary:** The Gwynedd option provides the majority of advantages of the Laser approach and the use of the commercial broker offers the Council additional flexibilities which are necessary to best execute the Council's asset strategy.
- 2.23 **Conclusion:** Both Laser and Gwynedd/Beond present viable options to the Council. Officers however believe that the advantages from the flexibilities and innovations offered by Gwynedd/Beond outweigh the advantages from collective procurement via Laser. As such, officers are recommending the procurement of energy via the Gwynedd DPS and appointing Beond as its energy broker. This strategy has been endorsed by senior officers.

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<sup>2</sup> <https://ted.europa.eu/udl?uri=TED:NOTICE:100521-2020:TEXT:EN:HTML>

## Background

2.24 The UK energy markets are in a state of turmoil with numerous energy companies going out of business; the wholesale gas market prices have more than tripled in the past 9 months, the price of energy to all consumers has increased significantly (domestic consumers prices are capped by Ofgem but they have recently raised this by 12%, commercial and industrial consumers are seeing up to 50% increases in energy price) and this trend is set to continue for some time, at least over the Winter 2021. Although it is forecast by energy analysts there will be some settling on wholesale prices by Spring/Summer 2022 they are very unlikely to recover to pre-crisis levels. In essence energy is going to be more expensive (in comparison to 2020 levels) for all consumers for the foreseeable future.

2.25 There are several macro- and microeconomic factors behind this as follows<sup>3</sup>:

- UK gas storage infrastructure is low in comparison to other nations; UK gas storage capacity is just over 10% of that of the Netherlands but it consumes 25% more gas on an annual basis. Consequently, the UK market is more vulnerable to market shocks.
- We had a long-drawn-out winter over 20/21 creating more gas demand with less gas supply; it was the coldest April since 1922.
- The UK energy supply network has been severely disrupted, we have had several nuclear power reactor outages, and a major fire, on our (IFA) Interconnexion France-Angleterre a key power cable that imports 1000MW electricity from France, in September 21.
- Asia and South American markets are moving away from coal to gas, and have bought more Liquefied natural gas and diverted these supplies to Europe by nearly 20% this year. This energy source made up 22% of the UK energy supply in 2020, we are still very dependent on gas supplies in our energy supply mix approximately 36% is generated from gas-powered plants. Hence wholesale electricity prices have more than doubled in the same period.
- There have been periodic issues with Norwegian and Russian gas pipelines, which has reduced gas imports from these major suppliers; these issues have further constrained supply to the UK.
- Carbon prices reached their highest levels in Q3 2021.

2.26 The wholesale price of gas and electricity changes daily but as a comparator, on 27th September 2021 the forward price of gas was 2.5 times higher and the price of electricity and more than double when compared to 1st March

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<sup>3</sup> [The 5 Key Reasons Behind the UK's Gas Price Increases \(theecoexperts.co.uk\)](https://www.theecoexperts.co.uk)

2021. The wholesale cost of gas and electricity accounts for up to 40% of the customers' bill. Due to unprecedented energy market price rises, on 3<sup>rd</sup> November Slough was looking at a potential 49%/£1.09m increase on their April 2022 renewals. On 14<sup>th</sup> December gas prices hit their highest level in 25 years and this has resulted in an additional forecast in energy prices of £3.7m on the April 2022 renewal - an increase of £1.6m against 21/22 prices.

- 2.27 Beyond Group have undertaken an assessment of potential fixed price contract increases for 22/23, 23/24, 24/25 if our energy was purchased on 3<sup>rd</sup> November 2021. We can clearly see that even long-term hedge purchasing of energy volume is expensive and leads to significant price increases over the current 21/22 baseline **equating to approximately £2m revenue increase in energy costs over this period and a total cost of £8.2m.**

<b>Product</b>	<b>Apr-21</b>	<b>Apr-22*</b>	<b>Apr-23*</b>	<b>Apr-24*</b>
Gas	£287,500	£550,908	£423,258	£370,358
NHH	£322,000	£453,066	£388,436	£372,796
HH	£1,118,000	£1,603,771	£1,362,111	£1,303,631
UMS	£364,000	£512,161	£439,101	£421,421
	<b>£2,091,500</b>	<b>£3,119,905</b>	<b>£2,612,905</b>	<b>£2,468,205</b>
		49.2%	24.9%	18.0%

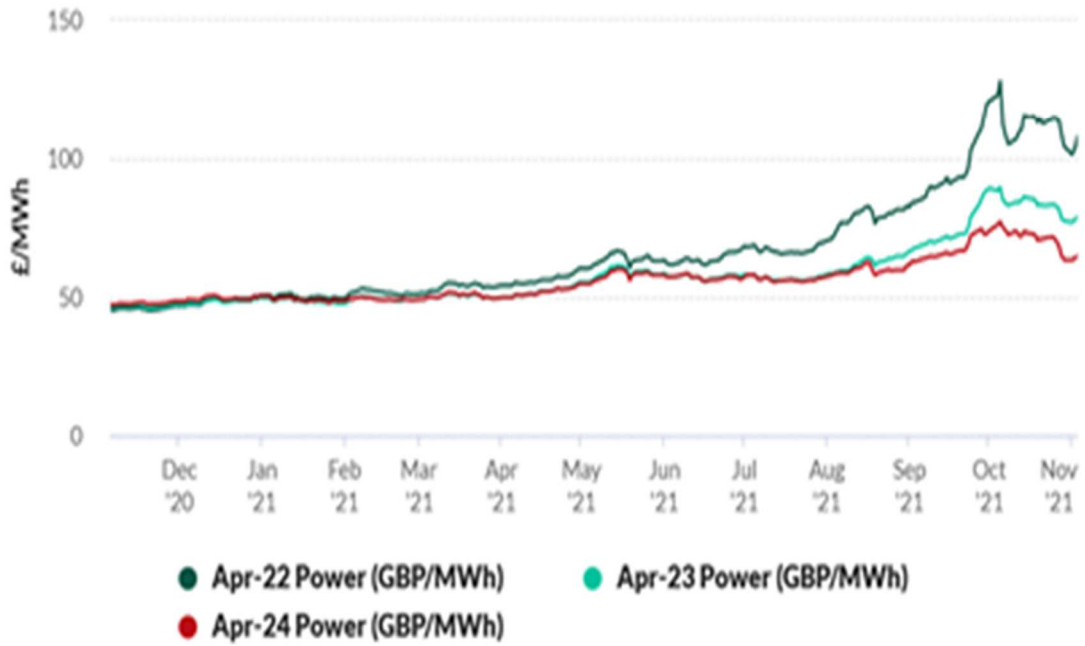
*\*Data accurate as of 3<sup>rd</sup> November based on estimated consumption relating to Slough current contract and usage (requires further refinement and analysis)\**

- 2.28 On 14<sup>th</sup> December 2021, Beyond undertook a further assessment of fixed price contracts for 22/23, 23/23 and 24/25, due to natural gas prices hitting a peak. This has had a material impact on the fixed price 36-month forecast, which is summarised below: **The 3-year energy cost would equate to £9.56m. This compares to £6.275m using April 21 energy costs, an increase of £3.287m.**

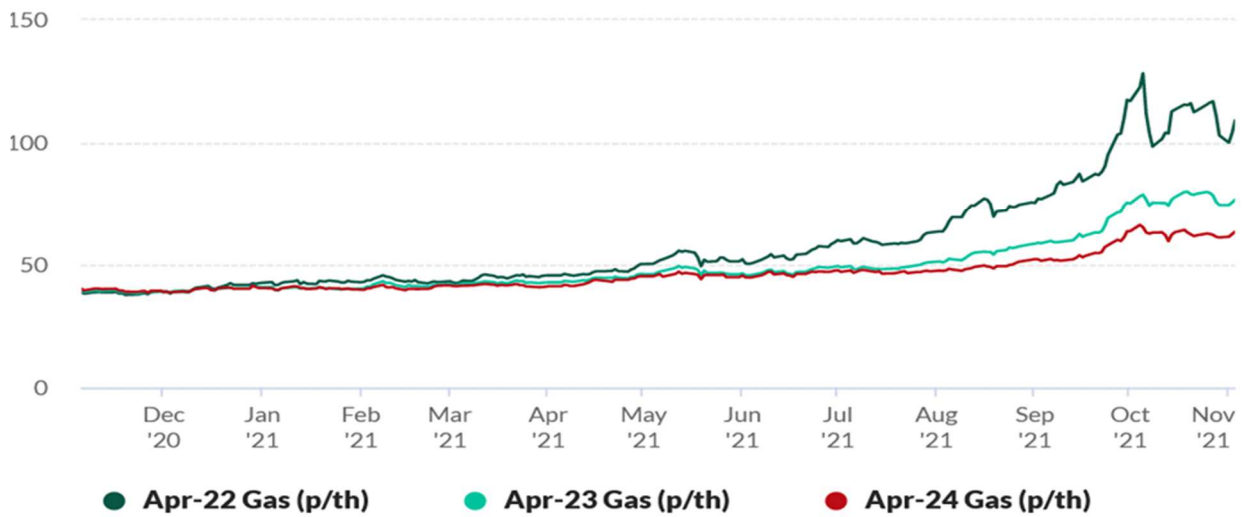
<u>Variable</u>	<u>Apr-22</u>	<u>Apr-23</u>	<u>Apr-24</u>
14/12/21 forecast	£3,695,505	£3,029,843	£2,835,743
03/11/21 forecast	£3,119,905	£2,612,905	£2,468,205
Variance £	£575,600	£416,938	£367,538
Variance %	18%	16%	15%

- 2.29 This presents a significant financial risk to Slough, and pressure on the revenue budgets for 22/23 onwards which means savings will need to be secured elsewhere. A strategy needs to be developed that can mitigate this risk based on cost avoidance, noting it will not be able to completely irradiate the revenue pressure. The role of the asset disposal plan will be critical in reducing the revenue pressure as well as generating capital receipts.
- 2.30 The following graphs clearly illustrate the wholesale electric and gas price increases, these were used to estimate the cost of electricity to Slough in April 2022, April 2023 and April 2024. The bottom graph shows the sharp increase in the price of natural gas price in December 2021.

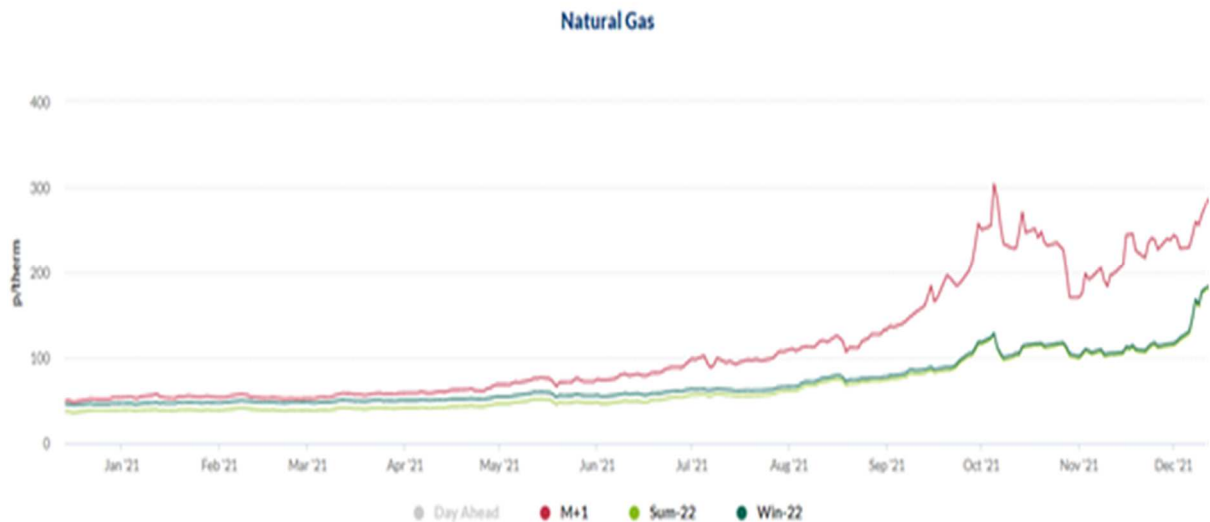
### ⚡ Power 12M from Apr



### ⚡ Gas 12M from Apr







## Risk Management Energy Action Plan

- 2.31 Officers has reviewed the energy purchasing strategy based on developing a cost avoidance programme that is aligned with Slough’s Asset Disposal Strategy. The key points of mitigation can be summarised as:
- a) Price Risk Management
  - b) Volume Risk Management
  - c) Data Risk Management
- 2.32 Should Cabinet approve the use of the Gwynedd agreement, officers intend to agree a risk strategy with Beond for the management of the Council’s wholesale purchases with the primary aims of:
- 1) Informing key stakeholders on the strategies and the associated risks/rewards
  - 2) Reviewing case studies and back testing to understand how alternative risk strategies may work
  - 3) Agreeing a risk policy for Slough to define the agreed energy purchasing strategy and associated operating procedures.
- 2.33 Beond has recommended deploying a hybrid strategy due to the unprecedented market conditions, with a blend of the fixed price, month ahead and dynamic forward hedging strategies across the different Slough assets. That is, an initial strategy to navigate the current market conditions, and a subsequent strategy to manage the future risks. **The strategy will be reviewed over the course of the contract and will align with the asset disposal strategy.** Officers agree with these recommendations. These are as follows:

### Housing Stock (Non-Half Hourly electricity supplies)

Electricity: Procure annually 12-month fixed price contracts via auction. Such an approach provides a fixed price to the Council whilst ensuring that the Council complies with section 20 of the Landlord and Tenant Act 1985, which requires a landlord to consult with leaseholders and tenants for any agreement for services over 12 months in duration. By procuring annually, such contracts do not fall in the scope of the Act, allowing the Council to recover costs without consultation.

**Street Lighting (Unmetered electricity supplies)**

Electricity: Procure a fixed price reverse auction to procure fixed priced supply contracts to provide up to 3 years of budget certainty.

**Corporate Stock (Half Hourly electricity supplies)**

Electricity: Beond recommends running a flexible supply contract reverse auction for Slough to purchase a 3-year flexible supply contract, which will be actively traded within the window to take advantage of market conditions and to ensure alignment to the asset strategies:

**More details on the specific purchase strategy are provided in the proposal document, Appendix B in terms of recommended volume purchases. These are being refined further at officer workshops and will continue to be reviewed as part of the asset disposal programme.**

**Gas:** Beond recommends running a fixed price reverse auction to procure fixed priced supply contracts to provide up to 4 years of budget certainty. Specific terms would be negotiated on volume tolerance.

**2.34 Volume Risk Management** the Council intends to carry out an asset disposal Strategy to reduce operating costs and increase capital receipts; and is currently working through this strategy and defining the process. It does not yet have a clear timeline on which assets will be disposed of and when they will be disposed. As such, it is imperative that Beond negotiate appropriate supply contract terms and conditions to avoid volume tolerance and the Council purchasing more energy than it needs.

2.35 Beond would manage this Volume risk management strategy by deploying three approaches:

- 1) Risk management strategy (*understanding the asset disposal programme timeline and how this will affect energy volumes for disposal of council buildings; this enables flexible supply contracts that enables energy volume reforecasting if disposal is identified early enough at least 6 months*)
- 2) Contracted volume tolerances (*Beond will negotiate wider volume tolerance levels in the supply contract to absorb volume changes, without penalties to the Council*)
- 3) Consumption Monitoring (*Beond will access the Council energy data via the energy supplier or Data Collection (DC) or Data Aggregator (DA)*)

*provider, to monitoring consumption and set alarms to raise awareness of consumption patterns that fall outside the volume tolerance. This is used to manage the reforecasting of future energy volumes).*

- 2.36 **Data Risk Management** – Beond will create a meter level asset database (**very important**) to keep all meters on the contract and remove any disposed sites/meters. There is a history of issues at Slough with meters that have not been correctly set up or correctly decommissioned. This has led to the Council paying energy contracts when the building has been decommissioned, and services setting up contracts for new meters outside the corporate contract.

### **Termination of the existing Zenergi Contract Agreement**

- 2.37 The Council entered into contract with Zenergi in 2011 for the provision of broker services; this is a rolling contract and the Council has obligations to provide at least 90 days written notice<sup>4</sup> before any electricity, gas, water or fixed fee contract end date (31<sup>st</sup> March 2022). If we fail to terminate the contract later than 90 days we are contractually bound to use Zenergi for the following 12 month term on renewal of the contract. We are also contractually bound to notify the supplier we are terminating the contract. If we fail to notify Zenergi and move to another provider a termination fee of up to 10% of the historic annual spend per utility contract, will be charged to Slough.
- 2.38 In the absence of any authority to continue to use Zenergi and in light of the concerns raised above in regard to the Public Contracts Regulations, officers have notified Zenergi of its intention to terminate the agreement.

### **Cost Mitigation – Asset Disposal Scenarios**

- 2.39 The Council will look to dispose of council assets while deploying a risk management utility contract strategy to meet budget expectations. The proposed energy risk strategy outlined above is to fix the NHH and UMS supplies, and purchase HH and gas flexibly.

Beond has modelled two high level scenarios;

1. 10% energy consumption reduction of the corporate stock (Gas and HH)
2. 20% energy consumption reduction of the corporate stock (Gas and HH)

- 2.40 These 2 scenarios were then applied across 3 different wholesale market outcomes and based on the 3<sup>rd</sup> November price forecasts.

1. **Best case** - 60% decrease in wholesale energy costs, compared to the forecasted budget

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<sup>4</sup> Zenergi [Terms and conditions](#).

- a. The market has a long way to fall in our view.
2. **Expected case** - 25% decrease in wholesale energy costs, compared to the forecasted budget
    - a. Through general market easing and risk managed purchasing.
  3. **Worst case** - 20% increase in wholesale energy costs, compared to the forecasted budget
    - a. Still potential for unforeseen infrastructure issues, prolonged cold snaps and political unrest

**Scenario 1** - The below table compares the fixed price budget forecast **when a 10% reduction in energy consumption** is applied to the corporate assets, across 3 different wholesale market outcomes.

<u>Scenario</u>	<u>Apr-22</u>	<u>Apr-23</u>	<u>Apr-24</u>	<u>3 Year Annualised</u>
Fixed Price Forecast	£3,119,905	£2,612,905	£2,468,205	£2,733,672
Best Case	£2,175,896	£1,905,255	£1,831,838	£1,970,996
Expected Case	£2,600,878	£2,213,904	£2,105,403	£2,306,728
Worst Case	£3,147,284	£2,610,739	£2,457,129	£2,738,384

**Scenario 2** - The below table compares the fixed price budget forecast outturn when **a 20% reduction in energy consumption** is applied to the corporate stock, across 3 different wholesale market outcomes.

<u>Scenario</u>	<u>Apr-22</u>	<u>Apr-23</u>	<u>Apr-24</u>	<u>3 Year Annualised</u>
Fixed Price Forecast	£3,119,905	£2,612,905	£2,468,205	£2,733,672
Best Case	£2,041,377	£1,785,508	£1,716,547	£1,847,811
Expected Case	£2,419,139	£2,059,863	£1,959,715	£2,146,239
Worst Case	£2,904,833	£2,412,606	£2,272,361	£2,529,933

The below table summarises the forecasted percentage saving split scenario reduction across 3 different wholesale market outcomes, compared to the fixed price budget forecast.

<u>Scenario</u>	<u>10% reduction</u>	<u>20% reduction</u>
Best Case	27.9%	32.4%
Expected Case	15.6%	21.5%
Worst Case	-0.2%	7.5%

- 2.41 It can clearly be seen that disposing of corporate assets that achieve significant reductions in energy consumption is more effective in controlling energy costs than reductions in wholesale costs alone. If we're able to procure our energy contracts when there is a decrease in wholesale market prices and combine this with disposal of our assets the mitigating impact on energy costs is potentially very significant.

- 2.42 These scenarios will be further refined once we have determined our asset disposal strategy and timeline. A realistic objective over the next 3 years is to **mitigate £1.5million of revenue spend** on energy (expected case scenario) based on a combination of 10% reduced energy consumption (disposal and energy training) and buying energy at 25% reduced wholesale prices.

## Energy Budgets and Resources

- 2.43 It is proposed that all cost centres energy budgets that fall within the corporate energy contract are consolidated, centralised, and managed by the Asset Contracts Team. It is proposed we consolidate the energy contract into four corporate budgets, gas, UMS (street lighting), HH, NHH. The Team currently manages the corporate energy contract, and aligning budgets enables better insight on costs and forecasting based on energy consumption. This is essential in accurately determining the budget each year.
- 2.44 The only exception are communal housing electricity and gas accounts that fall within HRA cost centres and are used for recharging tenants, these should remain within the HRA. The energy service provider will produce a breakdown of energy costs and consumption across all corporate and housing assets within the contract.
- 2.45 Currently the Council operates energy budgets across more than 80 cost centres, **using the energy code R2100 paying for our electricity and gas.** This makes it very difficult to manage costs and forecast future energy demand. The consolidation of budget will also assist with the asset disposal programme. The meter database will enable consumption and cost data to be produced for each site/asset which will be useful when determining the order of disposal.
- 2.46 There are existing energy supplies within the Council which are out of contract or not corporately contracted, and this is costing the Council money we need to ensure we consolidate all our energy contracts under this procurement strategy to obtain best value. We need to include CCTV and other services who previously procured energy outside the corporate contract.
- 2.47 It is therefore recommended that the management of the energy contract, meter commissioning and meter decommissioning across Council assets is centralised to Asset Contract Management Team, which will oversee the day-to-day management of the corporate energy contract, dealing with all meter queries, billing queries and working with Beond data validation support team. The post that covers this is the Senior Contract Monitoring Officer.

## 3. Implications of the Recommendation

### 3.1 Financial implications

- 3.1.1 This report is seeking approval of the proposed energy procurement strategy Over the next three years. The proposed strategy incorporates cost avoidance and value for money principles which will aid the council's financial management by

seeking to mitigate the inherent risks arising from energy price volatility. Revenue budgetary provision is not yet being sought in this report.

3.1.2 Members are requested to note the estimated impact of significant price increases compared to the 2021-22 baseline (estimated at between £2.0m to £3.3m). The strategy described herein seeks to minimise the impact of price volatility, but will not be able to eradicate it. There is likely to be a need for savings to be found elsewhere in the revenue budgets to compensate for increasing energy costs.

3.1.3 The current budgetary provision for energy costs throughout the council which can be made available for centralisation to the Asset Contracts Team is £1.672m. The 2021-22 forecast of £2.024m (see paragraph 2.2) translates to a current year budgetary pressure of £0.352m.

3.1.4 The two scenarios presented in paragraph 2.40 produce forecasts for energy costs ranging from £1.838m to £2.738m per annum over the three year period. With reference to the current budget of £1.672m, this translates to annual pressure on the revenue energy budget ranging from £0.166m to £1.066m. The gap in financing this pressure will be addressed through the Council's 2022-23 budget setting process. The Council may want to consider making contingent revenue budgets available to address variations from year to year. The contingency budget will only be utilised where, and to the extent that, actual energy costs exceed the base budget.

## 3.2 Legal implications

3.2.1 Advice was sought from HB Law regarding accessing the DPS framework with Gwynedd Council and entering into a consultancy agreement with Beond by way of a single tender action.

3.2.2 Pursuant to Regulation 34(1) of the Public Contract Regulations 2015 (PCRs), the Council is able to access a legally compliant DPS without the requirement to run a competitive tender. In order to call off the DPS the Council will need to run a mini competition, as unlike with framework agreements, a direct award cannot be made to individual providers under a DPS. Paragraph 12.5 of the Council's Contract Procedural Rules (CPRs) states:-

*"In the case of Framework Agreements or Dynamic Purchasing Systems the Estimated Procurement Value is calculated to include the total estimated value, net of VAT, of all the individual contracts envisaged for the total term of the Framework Agreement or the Dynamic Purchasing System".*

As the Council is seeking authority for the corporate energy procurement strategy over the next three years, the value of the procurement will be in excess of £1 million, the *Slough Borough Council Procurement Application and Authorisation Table* require procurements over £500,000 to be approved by Cabinet and states that; *'any contract over £500k is a significant decision and must be approved prior to procurement and prior to any contract award'*.

3.2.3 The value of the consultancy agreement with Beond is below the threshold of £189,330 and therefore does not require a competitive exercise as set out in the PCRs, provided the Council comply with the principles of fairness, non discrimination and transparency. The Council is seeking to award the contract to Beond on the basis of a single tender action. Paragraph 8.1 of the CPRs provides that a single tender action is permitted in exceptional circumstances and that procurement advice should be sought in all cases from the Procurement Team. Procurement advice has been sought on this point. Paragraph 8.1 further provides that ‘*exceptional circumstances*’ may include where the works, supplies or services can only be supplied by a particular Supplier. It is the Council’s view that having considered the market, no other provider is able to supply the scope of services proposed to be provided by Beond and that Beond is uniquely placed to do so.

3.2.4 In relation to the single tender action, the Council will be seeking to wave the requirement for a minimum of 3 quotations as set out in the *Slough Borough Council Procurement Application and Authorisation Table* (applicable to procurements of a contract value between £25,000 and threshold). Paragraph 14 of the CPRs sets out the requirements for exemptions to the CPRs and provides that exemptions are reserved for exceptional circumstances and that exemptions may only be obtained by completing a Procurement Business Case. As stated in the paragraph above, the fact that Beond is uniquely placed to provide the requisite services meets the test for ‘exceptional circumstances’ and the Council will complete a Procurement Business Case in accordance with the requirements of paragraph 14 of the CPRs.

3.2.5 The proposal to enter into the consultancy agreement with Beond and to access the DPS as set out in this report, is compliant with the PCRs and the Council’s CPRs

### 3.3 Risk management implications

#### **3.3.1 Risks**

The risk of energy procurement and forecasted increase in energy prices for 22/23 have been identified on the directorate risk register.

There are several key risks relating to this corporate energy procurement strategy

Risk	Rating	Mitigation	Residual Risk
Financial - Energy Costs – additional revenue pressure of between £2m and £3,3m forecast over the next 3 years	Very High	Adopt a cost avoidance based corporate procurement strategy to mitigate the risk – there be residual risk and pressure on revenue budgets	High

Financial - Residual risk of energy costs	High	Asset Disposal Strategy will be essential in mitigating this risk further by reducing the council corporate asset base and hence revenue costs, including energy costs	Low
Financial - Energy Budgets management and monitoring risk	High	Centralise the energy budgets under the Asset Contracts Team for Gas, UMS, HH, NHH and HRA Energy budgets under the tenancy team for quarterly monitoring	Low
Financial – Wholesale Energy prices – volatile fluctuating markets	Very High	Appoint an energy service company to monitor wholesale prices to determine the best purchase strategy	Low
Decision Making - Flexible procurement strategy – purchasing strategies	High	Requires decision making processes to be delegated to ED level and fully audited – Cabinet Approval is required	Low
Housing - S20 consultations	Very High	1-year fixed price contract for communal lighting that exceed £100 will mean S20 consultations are not required (saving time, money and objections) – there is still the need to communicate impact of increasing energy prices to residents	Medium
Carbon Management Plan – risk of non-compliance	Very High	Asset Disposal Programme will assist in reducing carbon emissions	Medium
Carbon Management Plan – Energy Efficiency Programme	Very High	Energy efficiency programmes can lead to reduced energy consumption and	Medium



		emissions and costs (these require separate business cases to be prepared once we know which assets we are to retain)	
Carbon Management Plan – Energy Training does not exist impact	Very High	Energy Training Programme will be useful to highlight simple ways to reduce energy consumption.	Medium
Carbon Management Plan Heat Strategy (banning of gas boilers)	Very High	A move away from gas heating in line with net zero carbon targets will require significant capital investment in our heating of assets (that we retain) and a move towards electric heating may be more expensive (requires cost benefit analysis). A detailed business case is required to determine the impact of this transition	High
Energy Consumption penalties (Volume tolerance)	High	Dynamic procurement purchasing of volume and volume tolerance reflects changing asset base over 3 years to avoid consumption penalties	Low
Energy Data, Quality and Insight	High	Essential to ensure correct billing and cost avoidance, meter database needs to be set up and consumption monitored	Low
Green Energy Procurement	High	Consideration of costs of green energy against carbon reduction – cost benefit analysis is required	Medium

### 3.4 Environmental implications

3.4.1 The council is unlikely to be able to purchase green energy without some form of additional tariff, and under the current S114 criteria this is unlikely to be considered essential expenditure. As such the impact on our carbon emissions are likely to increase initially through the procurement of new energy contracts. The disposal of assets will result in a reduction in energy consumption which in turn will reduce the Councils carbon emissions over the period of the contract. This can be quantified through an energy and carbon audit.

### 3.5 Equality implications

3.5.1 The advice from the Diversity & Inclusion Manager advises there are no specific equality impacts resulting from this report and procurement strategy. Clearly the wider context protecting the council and ultimately residents who pay council tax from the worst risks associated with the current energy crisis and ensuring that streets are lit and services are maintained are critical. With respect to our council tenants as they have no choice in energy supplier and we procure and pass on costs it is even more imperative to get this properly procured at the lowest possible supplier rates.

### 3.6 Procurement implications

3.6.1 The Council must adhere to its Contract Procedure Rules and the Public Contracts Regulations. Both energy and energy broker services are subject to the full Public Contracts Regulations i.e. neither can be considered as either exempt or subject to the Light Touch regime as applies to social care and similar type contracts.

3.6.2 Both Laser and the Gwynedd dynamic procurement solution comply with the Public Contracts Regulations. Whilst other options exist, these are broadly of a similar nature and offer no alternative approach which would offer particular advantage over those highlighted. Selecting between these methods is therefore reasonable.

3.6.3 Information provided by Laser and Beond has been benchmarked against the wholesale prices. This has been adjusted for the different periods information has been provided against (2018/19 and 2019/20 respectively). Whilst the data is incomplete and not precisely aligned to give best information, there is no significant difference found between the parties' performance.

Consequently each can be considered competent at energy purchasing. Factors such as flexibility, responsiveness and ability to perform ancillary services, such as bill validation, should be used in the criteria applied by officers in selecting the mechanism.

3.6.4 In either instance, a procurement business case will need to be produced for the purchase of the energy itself.

3.6.5 Should the Cabinet approve the selection of the Gwynedd dynamic purchasing system as the method of procurement, a procurement business case will need to be produced for the services of Beond Group and an appropriate argument made why the Council should not tender the requirement as generally required under the Contract Procedure Rules. As Beond are the sole managing agent of the agreement, Beond could be considered to the sole supplier able to meet the Council's requirement i.e. providing broker services for energy procured under the Gwynedd dynamic purchasing system and consequently the threshold set in the Contract Procedure Rules is met.

3.6.6 Should the Cabinet approve the selection of the Gwynedd dynamic purchasing system as the method of procurement, officers will need to ensure Beond adheres to the call-off procedures of the dynamic procurement solution in order for the call-off contracts themselves to be compliant with the Public Contracts Regulations.

### 3.7 Workforce implications

3.7.1 There are no workforce implications relating to this report.

### 3.8 Property implications

3.8.1 There are no direct property implications relating to this report, but the procurement strategy does align with the asset disposal strategy to maximise cost avoidance.

## **4. Background Papers**

None



**EDF Energy-HH**

Site name	Address	Post code	Account No.	MPAN	MSN	Account	Code	Analysis
<b>Commercial</b>								
Arbour Park	Stoke Road	SL2 5AZ	5422432107	2700003049238		R2100	B179	A0221
Chalvey Hub	Ladbrooke Road	SL1 2SP	6166391098	2500021059105		R2100	B152	A0221
Chalvey Transfer Station	White Hart Road	SL1 2SF	9162558010	2000052225614		R2100	B185	A0221
Cippenham Changing Rooms(Eltham Ave	Eton Green	SL1 5AQ	5102200000	2000054479660		R2100	B180	A0221
Claycotts Monksfield CC	Monksfield Way	SL2 1QX	1716835041	2000052373837		R2100	B188	A0221
Crematorium	Stoke Road	SL2 5AX	0742040488	2000056762435		R2100	D320	A0221
Hatfield Car Park	Hatfield Road	SL1 1QU	5791100000	2000027322880		R2100	D158	A0221
Herschel car park	Herschel Street	SL1 1PB	4002200000	2000027322686		R2100	D182	A0221
Langley Library	Trelawney Avenue	SL3 7UF	7947954596	2000054252540		R2100	B170	A0221
Lascelles Playing Fields, Upton Court	Upton Court Road	SL3 7LT	4174100000	2000027322560		R2100	C001	A0221
New Horizon (MHRU)	Elliman Avenue	SL2 5BL	3068032535	2000051870039		R2100	B177	A0221
New Sports pavillion (Kederminster)	Kederminster Park	SL3 7HR	8691100000	2000052342820		R2100	B184	A0221
Observatory House	25 Windsor Road	SL1 2EL	4981209439	2000056560597		R2100	B064	A0221
Slough Bus Station	Brunel way	SL1 1QD	3956100000	2000054816016		R2100	B480	A0221
St Martins Place	51 Bath Road	SL1 3UF	5691100000	2000027323918		R2100	B068	A0221
St Martins Place	51 Bath Road	SL1 3UF	0533546745	2000027323927		R2100	B068	A0221
St Martins Place tenant Block A	51 Bath Road	SL1 3UF	7691100000	2000027323936		R2100	B068	A0221
St Martins Place, Block A	51 Bath Road	SL1 3UF	5002200000	2000027323945		R2100	B068	A0221
St Martins Place, Block B	51 Bath Road	SL1 3UF	6002200000	2000027323963		R2100	B068	A0221
The Britwell CC	Wentworth Avenue	SL2 2DS	3162116801	2000055562821		R2100	B167	A0221
The Curve	William Street	SL1 1XY	2944296344	2000055790992		R2100	B175	A0221
Unit 851-860 Plymouth Road	Plymouth Road	SL1 4LP	0791100000	2000054498227		R2100	B082	A0221
Unit 861-870 Plymouth Road	Plymouth Road	SL1 4LP	2791100000	2000054498236		R2100	B082	A0221
Units 844-850 Plymouth Road	Plymouth Road	SL1 4LP	9691100000	2000054561047		R2100	B082	A0221
Upton Court park Changing Room	Upton Court Road	SL3 7LT	1791100000	2000027322570		R2100	B183	A0221
Arbour Vale School	Long readings Road	SL2 1QE	5440678487	2000053582134		R2100	F868	A0221
Beechwood school	Long Readings Lane	SL2 1QE	1183947682	2000053582125		R2100	F868	A0221
Penn Wood School	Penn Road	SL2 1PH	7455421213	2000053582073		R2100	F868	A0221
<b>Housing</b>								
Brook House	Spackmans Way	SL1 2SB	3002200000	2000027322143		R2100	J015	A0221
1-29 Pendeen Court	Tamarisk Way	SL1 2UP	3174100000	2000027321060		R2100	H202	A0221

**EDF-UJMS**

Site name	Address	Post code	Account No.	MPAN	MSN	Account	Code	Analysis
Slough Street Lights	Slough	SL1 1FA	5932274029	2000050566264		R2100	D413	B6277

**SSE-UMS**

Site name	Address	Post code	Account No.	MPAN	MSN	Account	Code	Analysis
<b>Commercial</b>								
UMS PO Box 570, (UMS) - PI UMS "B"		SL1 1SA	736013	2000055324034		R2100	D500	A0221
PO Box 570 (UMS) Slough-PI UMS "A"		SL1 1SA	736015	2000055324025		R2100	D500	A0221
<b>Housing</b>								
TV Amps (13 sites) - various site		XXX XXX	1306582	2000027515228		R2100	J015	A0221

Npower

Site name	Address	Post code	Account No.	MPAN	MSN	Account	Code	Analysis
Herschel Street Car Park-EV charging point	25 Windsor Road	SL1 2EL		2000057629966				



Npower

Site name	Address	Post code	Account No.	MPAN	MSN	Account	Code	Analysis
Kiosk Slough Crematorium Gate	Stoke Road	SL2 5AX	A0007087573	2000057797698	E19MIL06958	R2100	D320	A0221

Site name	Address	Post code	Account No.	MPAN	MSN	Account	Code	Analysis
<b>Commercial</b>								
Air Monitoring Station Raymond/Pippins		SL3 OPN	735189	2000050897410		R2100	D308	A0221
Air Monitoring Station Inside Salt Hill		SL1 1XX	735190	2000050896383		R2100	D308	A0221
Allotments Hut		SL1 2TY	735181	2000005653144		R2100	C019	A0221
Burlington Road - Car Park		SL1 2JS	734854	200000575775		R2100	D152	A0221
Cippenham Community Centre		SL1 5DJ	734787	2000051452196		R2100	B148	A0221
Cippenham Library		SL1 5RB	734774	2000004845688		R2100	B169	A0221
Elliman Daycentre		SL2 5BL	735186	2000051505848		R2100	B166	A0221
EV Charging points Bath Rd (SMP)		SL1 3UF	735195	2000055982178		R2100	D309	A0221
EV Charging points - Brunel Way		SL1 3UF	735973	2000055980862		R2100	D309	A0221
Feeder Pillar - Britwell Community Centre		SL1 3UF	735192	2000055980817		R2100	D308	A0221
Feeder Pillar - Cippenham		SL1 3UF	735191	2000055980808		R2100	D308	A0221
Feeder Pillar (Opp 43A), Upton Park, Herschel Park		SL1 2DA	735184	2000054956098		R2100	C019	A0221
Feeder Pillar, Britwell Estate		SL2 0XX	915275	2000056750778		R2100	D308	A0221
FP5 Building		SL1 1PD	735188	2000054404130		R2100	D413	B6277
Granville Rec Ground		SL1 3JU	734903	2000027559829		R2100	C001	A0221
Harvey Park Changing Rooms		SL3 8SY	734803	2000052395654		R2100	B182	A0221
Ives Road - Foot Path Ltg		SL3 8PB	734851	2000003840990		R2100	C001	A0221
Langley Pavilion		SL3 8BS	734767	2000003829560		R2100	B149	A0221
Langley Resource Centre		SL3 8GZ	735185	2000051799050		R2100	B163	A0221
Lavender Court (St Lawrence way)		SL1 2BQ	734748	2000003745315		R2100	Breakaway	A0221
Manor Park Community Hall		SL2 1NR	734783	2000005582663		R2100	B150	A0221
Monksfield Rec Ground Floodlights		SL2 2PH	735194	2000056098701		R2100	C001	A0221
New Sports Pavilion (Kedermister)		SL3 7HR	734766	2000052342820		R2100	B184	A0221
Orchard Centre		SL1 3NY	735177	2000027561066		R2100	B172	A0221
Public Toilet at Allotment		SL1 2PR	735164	2000053128275		R2100	C019	A0221
Shop Mobility 19 Alpha Street Nrth (prev B151)		SL1 1RA	734799	2000003745894		R2100	B082	A0221
Slough Bus Station		SL1 1XN	734744	2000054816016		R2100	B480	A0221
Slough Central Library		SL1 1EA	734745	2000027323360		R2100	B168	A0221
Sports Pavilion (Mercian Way Changing Room)		SL1 5NA	735177	2000052341808		R2100	B181	A0221
Starter Unit		SL3 7UJ	734809	2000004048039		R2100	B082	A0221
Station Road Tennis Courts		SL1 6JJ	734879	2000004878220		R2100	C001	A0221
Stoke Road - Crematorium		SL2 5AX	734756	2000005516926		R2100	D320	A0221
Tenants Supp Blk A St Martins Place		SL1 3UF	734749	2000027323936		R2100	B068	A0221
The Kiosk		SL1 1XX	734814	2000054945398		R2100	C003	A0221
The Myrke Store Shed		SL3 9AE	735180	2000005832893		R2100	C019	A0221
The Old Vicarage (Children centre-Nursery)		SL3 0YJ	735227	2000055167790		R2100	B194	A0221
Upton Court Rd Lascelles Ptg Flds		SL3 7LT	734791	2000027322560		R2100	C001	A0221
Upton Court Road - Changing Rooms		SL3 7LT	734781	2000027322570		R2101	B183	A0221
Upton Lea Community Centre		SL2 5WR	734779	2000005504284		R2100	B154	A0221
Manor Park CC Villiers Rd Play Cntr Manor Pk E50		SL2 1NR	734793	2000005582672		R2100	B143	A0221
Weekes Drive - Community Centre		SL1 2YP	734778	2000005658203		R2100	B156	A0221
Westfield Hall		SL3 8UX	735176	2000003958502		R2100	B158	A0221
Claycotts Childcare Centre Monksfield Way, , Slough,		SL2 1QX	761166	2000052373837		R2100	B188	A0221
Priory Coe School Orchard Avenue, Children Centre		SL1 6HE	761166	2000054616894		R2100	B189	A0221
Chalvey grove Montem		SL1 2TE	761166	2000052367578		R2100	B186	A0221
Penn Road Children Centre		SL2 1PG	767943	2000052464839		R2100	B190	A0221
Arbour Vale Residential Unit		SL2 3AE	734744	2000053948430		R2100	F868	A0221

FEEDER PILLAR BRITWELL ESTATE ROKESBY ROAD,, SLOUGH,		SL2 2BY	893656	2000056198530	R2100	D308	A0221
Air Monitoring Station - 104 Bath Road		SL1 35Y	982794	2000056851280	R2100	D308	A0221
Air Monitoring Station - Verge near 136 Wellington Street		SL1 1RP	982794	2000056865725	R2100	D308	A0221
Air Monitoring Station - Outside 534 London Road		SL3 7JH	982794	2000056937840	R2100	D308	A0221
EV Charging Point, Salt Hill Park, SL1 3SR		SL1 3SR	1027700	2000056758536	R2100	D309	A0221
Community Parking, Burnham Lane		SL1 6LZ	1088743	2000056977220	R2100	M50A	A0221
The Crematorium, The Depot, The Crematorium, Stoke Road		SL2 5AX	767943	2000005516892	R2100	D900	A0221
Allotment Site 2, College Road, Cippenharn		SL1 5DQ	1329768	2000057594063	R2100	C019	A0221
<b>Housing</b>							
118-134 Reddington Drive (LLS) -		SL3 7QL	734905	2000004034444	R2100	J015	A0221
110-132 Priory Road (LLS) -		SL1 6DP	734892	2000004884056	R2100	J015	A0221
110-120 Minster Way (LLS) -		SL3 7FX	735111	2000003835944	R2100	J015	A0221
1-11 Eyre Green (LLS) -		SL2 2BW	734974	2000004983183	R2100	J015	A0221
11-25 Churchhill Road (LLS) -		SL3 7QZ	735047	2000004038661	R2100	J015	A0221
132-146 Rokesby Road (LLS) -		SL2 2EE	734940	2000004992123	R2100	J015	A0221
13-23 Eyre Green (LLS) -		SL2 2BW	735008	2000004983449	R2100	J015	A0221
1-8 Bembridge Court (LLS) -		SL1 1TP	734846	2000005787042	R2100	J015	A0221
10-24 Washington Drive		SL1 5RE	735172	2000004843370	R2100	J015	A0221
14-28 Bromycroft Road (LLS) -		SL2 2BQ	735086	2000004980331	R2100	J015	A0221
144-166 Lynch Hill Lane (LLS) -		SL2 2QA	734916	2000004997177	R2100	J015	A0221
1-6 Oban Court (LLS) -		SL1 2QH	734885	2000005704409	R2100	J015	A0221
13-18 Sherwood Close (LLS) -		SL3 7SN	734875	2000004036024	R2100	J015	A0221
1-6 Sherwood Close (LLS) -		SL3 7SN	734964	2000027548766	R2100	J015	A0221
9-21 Bembridge Court (LLS) -		SL1 1TP	734826	2000005787195	R2100	J015	A0221
164-178 Long Readings Lane (LLS) -		SL2 1QD	735074	2000005624890	R2100	J015	A0221
17-20 Cairngorm Place (LLS) -		SL2 1PE	734913	2000005579527	R2100	J015	A0221
17-31 Lower Lees Road (LLS) -		SL2 2AB	735079	2000050617849	R2100	J015	A0221
18-25 Warren Close (LLS) -		SL3 7JA	735054	2000004048270	R2100	J015	A0221
190-204 Long Readings Lane (LLS) -		SL2 1QD	735078	2000005625192	R2100	J015	A0221
19-29 Bromycroft Road (LLS) -		SL2 2BG	734994	2000004980410	R2100	J015	A0221
193-207 Trelawney Avenue (LLS) -		SL3 8RF	734996	2000004045419	R2100	J015	A0221
196-206 Reddington Drive (LLS) -		SL3 7SL	734982	2000004035020	R2100	J015	A0221
216-230 Long Readings Lane (LLS) -		SL2 1QE	735091	2000005625467	R2100	J015	A0221
1-12 Hawker Court (LLS) -		SL3 8LU	734866	2000004031522	R2100	J015	A0221
24-27 Bembridge Court (LLS) -		SL1 1TP	734856	2000005787283	R2100	J015	A0221
26-48 Barchester Road (LLS) -		SL3 7HA	734937	2000003836460	R2100	J015	A0221
265-287 Trelawney Avenue		SL3 7UF	735115	2000004046022	R2100	J015	A0221
2-7 Cairngorm Place		SL2 1PE	734971	2000005579509	R2100	J015	A0221
27-41 Churchhill Road (LLS) -		SL3 7QZ	735001	2000004038839	R2100	J015	A0221
262-294 Trelawney Avenue (LLS) -		SL3 7UD	734887	2000004046110	R2100	J015	A0221
2-8 Buntten Meade (LLS) -		SL1 2YJ	735057	2000005655833	R2100	J015	A0221
289-311 Trelawney Avenue		SL3 7UF	735076	2000004046281	R2100	J015	A0221
298 Trelawney Avenue		SL3 7UB	735196	2000004046389	R2100	J015	A0221
310-322 Trelawney Avenue		SL2 5QU	734944	2000004046529	R2100	J015	A0221
33 Bolderside At Side Of Unirack A		SL2 5QU	735012	2000050001362	R2100	J015	A0221
353-367 Trelawney Avenue (LLS) -		SL3 7TX	734889	2000004046973	R2100	J015	A0221
38 to 52 Washington Drive		SL1 5RE	915275	2000056863541	R2100	J015	A0221
Primrose Hall		SL1 6AX	735075	2000004827369	R2100	J015	A0221
56-66 Teesdale Road (LLS) -		SL2 1UD	734936	2000005014397	R2100	J015	A0221

62-72 Odencroft Road (LLS) -	SL2 2DE	735007	2000004982240	R2100	J015	A0221
74-104 Kholton Way (LLS) -	SL2 5TL	735165	2000005468370	R2100	J015	A0221
74-84 Odencroft Road (LLS) -	SL2 2DE	735006	2000004982222	R2100	J015	A0221
8 White Close	SL1 3TU	734931	2000005726875	R2100	J015	A0221
81-91 Fox Road (LLS) -	SL3 7SJ	734800	2000050445764	R2100	J015	A0221
86-108 Priory Road (LLS) -	SL1 6DR	734844	2000004883911	R2100	J015	A0221
9-15 Cairngorm Place	SL2 1PE	734959	2000005579518	R2100	J015	A0221
106-112 Montague Road- Alarm Bells	SL1 3RW	735175	2000005521883	R2100	J015	A0221
1-40 Allington Court (LLS) -	SL2 5AL	734765	2000005527050	R2100	J015	A0221
47A-51B Alpha Street North (LLS) -	SL1 1RB	735035	2000003745885	R2100	J015	A0221
91-133 Apsley House (LLS) -	SL1 1UL	734771	2000003756210	R2100	J015	A0221
1-60 Ashbourne House (LLS) -	SL1 2LB	734764	2000005774470	R2100	J015	A0221
Kennedy House Centre Meter Room	SL1 5LQ	734792	2000004838148	R2100	J015	A0221
Kennedy House Centre Meter Room	SL1 5LQ	734804	2000004838157	R2100	J015	A0221
49-71 Eden Close (LLS) -	SL3 8UL	734955	2000003995889	R2100	J015	A0221
26-36 Gramplan Way (LLS) -	SL3 8UF	735102	2000003999234	R2100	J015	A0221
14-24 Gramplan Way (LLS) -	SL3 8UG	735145	2000003999527	R2100	J015	A0221
2-12 Gramplan Way (LLS) -	SL3 8UF	735114	2000003999243	R2100	J015	A0221
44-66 Fox Road (LLS) -	SL3 7SJ	735031	2000003847294	R2100	J015	A0221
1-19 Armstrong House (LLS) (C) -	SL2 5SJ	734775	2000005470208	R2100	J015	A0221
1-19 Armstrong House (LLS) (A) -	SL2 5SJ	734786	2000005470217	R2100	J015	A0221
1-19 Armstrong House (LLS) (B) -	SL2 5SJ	734837	2000005470235	R2100	J015	A0221
1-15 Winvale (LLS)	SL1 2IQ	735099	2000005712556	R2100	J015	A0221
50-60 Gramplan Way (LLS) -	SL3 8UF	735118	2000003999651	R2100	J015	A0221
38-48 Gramplan Way (LLS) -	SL3 8UG	735088	2000003999518	R2100	J015	A0221
25-39 Barchester Road (LLS) -	SL3 7EZ	734988	2000003836488	R2100	J015	A0221
46-56 Paget Road (LLS) -	SL3 7QW	735100	2000004038485	R2100	J015	A0221
41-55 Barchester Road (LLS) -	SL3 7EZ	734960	2000003836628	R2100	J015	A0221
68-90 Fox Road (LLS) -	SL3 7SJ	735069	2000003847540	R2100	J015	A0221
78-90 Reddington Drive (LLS) -	SL3 7QL	735107	2000004034203	R2100	J015	A0221
47-50 Tamarisk Way (LLS) -	SL1 2UW	734823	2000005658755	R2100	J015	A0221
38-46 Tamarisk Way (LLS) -	SL1 2UW	734876	2000005658676	R2100	J015	A0221
12-18 Mead Close (LLS) -	SL3 8HX	734805	2000004007413	R2100	J015	A0221
25-37 Tamarisk Way (LLS) -	SL1 2UW	734848	2000005658560	R2100	J015	A0221
1-4 Tamarisk Way (LLS) -	SL1 2UW	734845	2000005658649	R2100	J015	A0221
28-33 Mead Close (LLS) -	SL3 8HX	734942	2000004007431	R2100	J015	A0221
10-20 Paget Road (LLS) -	SL3 7QW	734886	2000004038244	R2100	J015	A0221
1-12 Blythe House, Barnfield (LLS) -	SL1 5JL	734820	2000004839382	R2100	J015	A0221
1-4 White Close (BOILER)	SL1 3TU	734784	2000005726839	R2100	J015	A0221
Boiler House 5 White Close	SL1 3TU	734785	2000005726927	R2100	J015	A0221
Boiler House A dj 21 Bridge Close	SL1 5JF	734794	2000005674074	R2100	J015	A0221
1-60 Tower House (BOILER) -	SL1 2UA	734752	2000005774489	R2100	J015	A0221
7-16 Brecon Court (LLS) -	SL1 2UA	735110	2000005652911	R2100	J015	A0221
1-4 Brecon Court (LLS) -	SL1 2UA	735092	2000005652902	R2100	J015	A0221
1-30 Brook House (LLS) -	SL1 2TX	734891	2000005706879	R2100	J015	A0221
1-42 Broom House (LLS) -	SL3 7QY	734759	2000004015060	R2100	J015	A0221
1-55 Burford Gardens (LLS) -	SL1 6DN	734895	2000004889658	R2100	J015	A0221
2-36 Chichester Court (LLS) -	SL1 1NZ	735098	2000003749737	R2100	J015	A0221
14-24,26-60,62-76 Church Street	SL1 2NL	734862	2000005717630	R2100	J015	A0221
99-113 Churchhill Road (LLS) -	SL3 7RD	734951	2000004039521	R2100	J015	A0221

88-98 Churchill Road (LLS) -	SL3 7RB	734949	2000004039406		R2100	J015	A0221
252-258 Cippenhams Lane (LLS) -	SL1 2XN	735039	2000005656084		R2100	J015	A0221
260-266 Cippenhams Lane (LLS) -	SL1 2XN	735042	2000005656039		R2100	J015	A0221
268-274 Cippenhams Lane (LLS) -	SL1 2XN	735052	2000005655986		R2100	J015	A0221
276-282 Cippenhams Lane (LLS) -	SL1 2XN	735077	2000005655930		R2100	J015	A0221
284-290 Cippenhams Lane (LLS) -	SL1 2XN	734896	2000005655889		R2100	J015	A0221
292-298 Cippenhams Lane (LLS) -	SL1 2XW	735045	2000005654538		R2100	J015	A0221
244-250 Cippenhams Lane (LLS) -	SL1 5BU	735119	2000005656136		R2100	J015	A0221
13-24 Clarendon Court	SL2 5QJ	734984	2000005461160		R2100	J015	A0221
1-12 Clarendon Court	SL2 5QJ	735013	2000005461036		R2100	J015	A0221
Kennedy House Centre Meter Room	SL1 5LQ	734788	2000004838120		R2100	J015	A0221
Kennedy House Centre Meter Room	SL1 5LQ	734802	2000004838110		R2100	J015	A0221
1-6 Cypress House, Eden Close (LLS) -	SL3 8UL	734918	2000003996410		R2100	J015	A0221
1-25 Damsom Grove (BOILER)	SL1 2NP	735154	2000005717295		R2100	J015	A0221
73-79 Fox Road (LLS) -	SL3 7SJ	735148	2000003847569		R2100	J015	A0221
Door Entry System Trelawney Avenue	SL3 7TU	735157	2000027548793		R2100	J015	A0221
F118 Tower House	SL1 2LA	734897	2000005746556		R2100	J015	A0221
43-48 Oban Court (LLS) -	SL1 2QH	735101	2000005704826		R2100	J015	A0221
22-32 Paget Road (LLS) -	SL3 7QW	734973	2000004038100		R2100	J015	A0221
16-26 Pevensey Road (LLS) -	SL2 1UG	734906	2000005616426		R2100	J015	A0221
2-60 Folkestone Court (LLS)	SL3 8LX	734798	2000004028654		R2100	J015	A0221
9-17 Kendal Close (TV) -	SL2 5HX	734882	2000005507772		R2100	J015	A0221
1-9 Kennedy House Supply B West wing	SL1 5LQ	734777	2000004838139		R2100	J015	A0221
1-9 Kennedy House Supply B East wing	SL1 5LQ	734782	2000004838398		R2100	J015	A0221
2-24 Eden Close (LLS) -	SL3 8TZ	734986	2000003995639		R2100	J015	A0221
122-140 Pemberton Road	SL2 2ID	734939	2000005004510		R2100	J015	A0221
452-498 Trelawney Avenue (LLS) -	SL3 7TS	734801	2000004048010		R2100	J015	A0221
84-94 Cheviot Road (LLS) -	SL3 8UA	735103	2000003998462		R2100	J015	A0221
86-96 Lincoln Way (LLS) -	SL1 5RG	735095	2000004844620		R2100	J015	A0221
11-25 Dodsfield Road (LLS) -	SL2 2BB	735085	2000005625810		R2100	J015	A0221
50-84 Derwent Drive (LLS) -	SL1 6HW	734835	2000004884836		R2100	J015	A0221
72-82 Teesdale Road (LLS) -	SL2 1UA	734850	2000005014402		R2100	J015	A0221
9-21 Newchurch Road (LLS) -	SL2 1UE	734860	2000005015150		R2100	J015	A0221
67-77 Greystoke Road (LLS) -	SL2 1TS	735125	2000005013320		R2100	J015	A0221
42-52 Greystoke Road (LLS) -	SL2 1TT	735136	2000005013055		R2100	J015	A0221
20-30 Greystoke Road (LLS) -	SL2 1TT	735135	2000005012804		R2100	J015	A0221
172-178 Grampian Way (LLS) -	SL3 8UQ	735033	2000004000524		R2100	J015	A0221
204-218 Grampian Way (LLS) -	SL3 8UQ	735173	2000004000738		R2100	J015	A0221
54-64 Spinney (LLS) -	SL1 2YG	735083	2000005655540		R2100	J015	A0221
1-15 Parlaurt Road (LLS) -	SL3 8BD	734962	2000003980410		R2100	J015	A0221
25-47 Eden Close (LLS) -	SL3 8UL	734948	2000003995620		R2100	J015	A0221
13-23 Wilford Road (LLS) -	SL3 7QJ	734830	2000004037640	E15TE00109	R2100	J015	A0221
25-35 Wilford Road (LLS) -	SL3 7QJ	734910	2000004037463	K86C00623	R2100	J015	A0221
37-47 Wilford Road (LLS) -	SL3 7QJ	734865	2000004037659	S74C34458	R2100	J015	A0221
17-27 Odencroft Road (LLS) -	SL2 2BS	735016	2000004981734		R2100	J015	A0221
9-15 Darvills Lane (Heating)	SL1 2PH	734819	2000005716111	L07C61857	R2100	J015	A0221
440-450 Trelawney Avenue (LLS) -	SL3 7FS	735151	2000004047763		R2100	J015	A0221
2-5 The Fields (LLS) -	SL1 2PL	735106	2000005706309		R2100	J015	A0221
37-53 Blair Road (LLS) -	SL1 3ST	735161	2000005599880		R2100	J015	A0221
9-15 & 12-42 Darvills Lane (LLS)	SL1 2PH	734750	2000005716120	L89C43875	R2100	J015	A0221

OPUS to do site visit and verify confirmed by Trevor  
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1-6 Charter Close (LLS)	SL1 1RQ	734888	2000005764755	R2100	J015	A0221
32-58 Cheviot Road (LLS)	SL3 8UE	734776	2000003998658	R2100	J015	A0221
29-39 Thorndike (LLS)	SL2 1SR	735159	2000005619603	R2100	J015	A0221
22-44 Rokesby Road (LLS) -	SL2 2DX	734972	2000004991486	R2100	J015	A0221
103-113 Bromycroft Road (LLS) -	SL2 2BN	735056	2000004981140	R2100	J015	A0221
106-116 Reddington Drive (LLS) -	SL3 7QL	734829	2000004034523	R2100	J015	A0221
12-17 Woodford Way (LLS) -	SL2 2DD	735018	2000004983582	R2100	J015	A0221
136-146 Reddington Drive (LLS) -	SL3 7QL	734811	2000004034676	R2100	J015	A0221
17-23 Kirkwall Spur (LLS) -	SL1 3XY	734946	2000005576303	R2100	J015	A0221
1-9 Ronaldsay Spur (LLS) -	SL1 3YA	734807	2000005572727	R2100	J015	A0221
30-35 Franklin Avenue (LLS) -	SL2 1RX	735152	2000005614553	R2100	J015	A0221
64-76 Reddington Drive (LLS) -	SL3 7QL	735080	2000004034286	R2100	J015	A0221
91-101 Bromycroft Road (LLS) -	SL2 2BN	735061	2000004981024	R2100	J015	A0221
92-104 Reddington Drive (LLS) -	SL3 7QL	735040	2000004034435	R2100	J015	A0221
19-25 Alpha Street North (LLS) -	SL1 10X	735000	2000003746319	R2100	J015	A0221
34-44 Paget Road (LLS) -	SL3 7QW	735026	2000004038420	R2100	J015	A0221
142-152 Weekes Drive (LLS) -	SL1 2YR	734919	2000005657929	R2100	J015	A0221
143-153 Weekes Drive (LLS) -	SL1 2YW	734899	2000005657185	R2100	J015	A0221
107-117 Weekes Drive (LLS) -	SL1 2YN	735043	2000005656970	R2100	J015	A0221
178-188 Weekes Drive (LLS) -	SL1 2YR	735067	2000005657715	R2100	J015	A0221
190-200 Weekes Drive (LLS) -	SL1 2YR	734963	2000005657645	R2100	J015	A0221
202-212 Weekes Drive (LLS) -	SL1 2YR	735071	2000005657575	R2100	J015	A0221
58-68 Paget Road (LLS) -	SL3 7QW	734858	2000004038555	R2100	J015	A0221
63-69 Weekes Drive (LLS) -	SL1 2YN	734970	2000005656697	R2100	J015	A0221
71-81 Weekes Drive (LLS) -	SL1 2YN	734978	2000005656767	R2100	J015	A0221
83-93 Weekes Drive (LLS) -	SL1 2YN	734979	2000005656837	R2100	J015	A0221
95-105 Weekes Drive (LLS) -	SL1 2YN	734990	2000005656907	R2100	J015	A0221
1-23 Eden Close (LLS) -	SL3 8UL	734989	2000003995373	R2100	J015	A0221
59-64 St Elmo Close (LLS) -	SL2 1NH	734922	2000005583160	R2100	J015	A0221
68-78 Pentland Road (LLS) -	SL2 1TN	734927	2000005618159	R2100	J015	A0221
166-176 Weekes Drive (LLS) -	SL1 2YR	735030	2000005657733	R2100	J015	A0221
23-37 Gramplan Way (LLS) -	SL3 8UF	735084	2000003999387	R2100	J015	A0221
8-11 Mead Close (LLS) -	SL3 8HX	734917	2000004007404	R2100	J015	A0221
37-47 Teesdale Road (LLS) -	SL2 1UA	734873	2000005013914	R2100	J015	A0221
24-26 Roebuck Green (LLS) -	SL1 5QY	735144	2000004846636	R2100	J015	A0221
37-47 Maryside (LLS) -	SL3 7ES	735066	2000003834170	R2100	J015	A0221
61-71 Maryside (LLS) -	SL3 7ES	735097	2000003834198	R2100	J015	A0221
49-59 Maryside (LLS) -	SL3 7ES	735112	2000003834189	R2100	J015	A0221
142-156 Pemberton Road	SL2 2LF	734901	2000005004501	R2100	J015	A0221
100-110 Pentland Road (LLS) -	SL2 1TW	734909	2000005618326	R2100	J015	A0221
1-11 Summerlea (LLS) -	SL1 2YH	734945	2000005654973	R2100	J015	A0221
116-130 Gramplan Way (LLS) -	SL3 8UQ	735081	2000004000269	R2100	J015	A0221
117-127 Newchurch Road (LLS) -	SL2 1UF	734849	2000005015735	R2100	J015	A0221
13-18 Darrell Close (LLS) -	SL3 7QN	735027	2000004037932	R2100	J015	A0221
151-161 Newchurch Road (LLS) -	SL2 1UF	734928	2000005015902	R2100	J015	A0221
15-20 Quantock Close (LLS) -	SL3 8UD	735140	2000003966841	R2100	J015	A0221
1-6 Darrell Close (LLS) -	SL3 7QN	734834	2000004037923	R2100	J015	A0221
16-26 Pentland Road (LLS) -	SL2 1TN	734943	2000005617698	R2100	J015	A0221
18-28 Spinney (LLS) -	SL1 2YG	734993	2000005655763	R2100	J015	A0221
19-24 Darrell Close (LLS) -	SL3 7QN	734874	2000004037792	R2100	J015	A0221

27-31 Roebuck Green (LLS) -	SL1 5QY	734929	2000004846645	R2100	J015	A0221
2-12 Pentland Road (LLS) -	SL2 1TN	734930	2000005617554	R2100	J015	A0221
21-26 Quantock Close (LLS) -	SL3 8UD	735113	2000003966911	R2100	J015	A0221
25-30 Darrell Close (LLS) -	SL3 7QN	734810	2000027548784	R2100	J015	A0221
28-36 Summerlea (LLS) -	SL1 2YH	734933	2000005655319	R2100	J015	A0221
28-34 Spackmans Way (LLS) -	SL1 2SA	735124	2000005709480	R2100	J015	A0221
30-40 Spinney (LLS) -	SL1 2YG	735053	2000005655684	R2100	J015	A0221
38-48 Summerlea (LLS) -	SL1 2YH	734958	2000005655294	R2100	J015	A0221
42-52 Spinney (LLS) -	SL1 2YG	735041	2000005655610	R2100	J015	A0221
49-59 Pennine Road	SL2 1SG	735010	2000005618984	R2100	J015	A0221
49-63 The Greenway (LLS) -	SL1 5LP	734938	2000004842687	R2100	J015	A0221
170-180 Northborough Road	SL2 1RY	734795	2000005615130	R2100	J015	A0221
50-60 Odencroft Road (LLS) -	SL2 2BP	734967	2000004981975	R2100	J015	A0221
50-60 Pentland Road (LLS) -	SL2 1TN	734980	2000005618051	R2100	J015	A0221
51-58 St Elmo Close (LLS) -	SL2 1NH	734907	2000005583072	R2100	J015	A0221
55-65 Bromycroft Road (LLS) -	SL2 2BN	735023	2000004980795	R2100	J015	A0221
11 Ltg 6 Lincoln Way	SL1 5RG	735155	2000004844062	R2100	J015	A0221
60-70 Cheviot Road (LLS) -	SL3 8JA	735139	2000003998347	R2100	J015	A0221
69-75 Grampian Way (LLS) -	SL3 8UF	735126	2000003999810	R2100	J015	A0221
70-84 Grampian Way (LLS) -	SL3 8UG	735141	2000003999917	R2100	J015	A0221
72-82 Cheviot Road (LLS) -	SL3 8UA	735087	2000003998597	R2100	J015	A0221
73-83 Newchurch Road (LLS) -	SL2 1UE	734847	2000005015489	R2100	J015	A0221
62-84 Priory Road (LLS) -	SL1 6DR	734839	2000004883841	R2100	J015	A0221
97-107 Newchurch Road (LLS) -	SL2 1UF	734864	2000005015610	R2100	J015	A0221
1-11 Barchester Roiad (LLS) -	SL3 7EZ	735105	2000003836441	R2100	J015	A0221
1-11 Maryside (LLS) -	SL3 7ES	734914	2000003833965	R2100	J015	A0221
13-23 Maryside (LLS) -	SL3 7ES	734975	2000003833974	R2100	J015	A0221
25-35 Maryside (LLS)	SL3 7ES	734987	2000003833956	R2100	J015	A0221
2-24 Barchester Road (LLS) -	SL3 7HA	734894	2000003836450	R2100	J015	A0221
11-31 Minster Way (LLS) -	SL3 7EY	734934	2000003835137	R2100	J015	A0221
73-83 Maryside (LLS) -	SL3 7ES	735038	2000003834417	R2100	J015	A0221
85-95 Maryside (LLS) -	SL3 7ES	735070	2000003834408	R2100	J015	A0221
97-107 Maryside (LLS) -	SL3 7ES	735096	2000003834392	R2100	J015	A0221
4-14 Maryside (LLS) -	SL3 7ET	735121	2000003834904	R2100	J015	A0221
30-44 Bolderside (LLS) -	SL2 5QT	735065	2000005462225	R2100	J015	A0221
62-68 Bolderside (LLS) -	SL2 5QT	735130	2000005462475	R2100	J015	A0221
57-71 Barchester Roiad (LLS) -	SL3 7EZ	734935	2000003836646	R2100	J015	A0221
62-84 Eden Close (LLS) -	SL3 8UL	734990	2000003996330	R2100	J015	A0221
26-60 Eden Close (LLS) -	SL3 8UL	734816	2000003996260	R2100	J015	A0221
30-40 Pevensey Road (LLS) -	SL2 1UG	735011	2000005616649	R2100	J015	A0221
54-64 Pevensey Road (LLS) -	SL2 1UQ	734932	2000005616773	R2100	J015	A0221
46-56 Maryside (LLS) -	SL3 7ET	735134	2000003834694	R2100	J015	A0221
66-80 Moreton Way (LLS) -	SL1 5LU	734976	2000004841850	R2100	J015	A0221
1-15 Holmedale (LLS) -	SL2 5RH	735108	2000005472580	R2100	J015	A0221
37-47 Newchurch Road (LLS) -	SL2 1UE	734859	2000005015293	R2100	J015	A0221
2-24 Holmedale (LLS) -	SL2 5RL	734843	2000005472687	R2100	J015	A0221
95-105 Teesdale Road (LLS) -	SL2 1UB	734867	2000005013923	R2100	J015	A0221
10-48 Turton Way	SL1 2ST	734842	2000005706577	R2100	J015	A0221
8-11 Nixey Close (LLS) -	SL1 1NG	734883	2000003749240	R2100	J015	A0221
16-20 Nixey Close (LLS)	SL1 1NG	734852	2000003749392	R2100	J015	A0221

30-40 Pentland Road (LLS) -	SL2 1TL	734893	2000005617847	R2100	J015	A0221
33-63 The Greenway & 82-96 Moreton Way	SL1 5LU	734869	2000004841860	R2100	J015	A0221
1-5 Nixey Close (LLS) -	SL1 1NG	734997	2000003749277	R2100	J015	A0221
97-107 Greystoke Road (LLS) -	SL2 1TS	735146	2000005013551	R2100	J015	A0221
68-78 Greystoke Road (LLS) -	SL2 1TT	734954	2000005013348	R2100	J015	A0221
21-26 Mead Close (LLS) -	SL3 8HX	734953	2000004007422	R2100	J015	A0221
7-12 Darrell Close (LLS) -	SL3 7QN	734908	2000004037677	R2100	J015	A0221
1-12 Eastfield Close (LLS) -	SL1 2BX	735167	2000003745306	R2100	J015	A0221
12-42 Darvills Lane	SL1 2PH	734819	2000005716111	R2100	J015	A0221
10-16 Spinney (LLS) -	SL1 2YG	735046	2000005654626	R2100	J015	A0221
14-24 Summerlea (LLS) -	SL1 2YH	734956	2000005655382	R2100	J015	A0221
1-7 Pantile Row (LLS) -	SL3 8LJ	735142	2000004003757	R2100	J015	A0221
2-12 Minster Way (LLS) -	SL3 7EU	735137	2000003835953	R2100	J015	A0221
10-16 Stoney Meade (inc 2 & 4) (LLS) -	SL1 2YL	734941	2000005656181	R2100	J015	A0221
18-24 Stoney Meade (inc 6 & 8) (LLS) -	SL1 2YL	735005	2000005656312	R2100	J015	A0221
9-15 Pantile Row (LLS) -	SL3 8LJ	735090	2000004003809	R2100	J015	A0221
2-12 Pevensey Road (LLS) -	SL2 1UQ	734947	2000005616444	R2100	J015	A0221
333-351 Scaffell Road (LLS) -	SL2 1TD	734923	2000005010009	R2100	J015	A0221
11-35 Hull Close (LLS) -	SL1 2XL	734789	2000005652052	R2100	J015	A0221
14-24 Meadow Road (LLS) -	SL3 7QA	734828	2000004036292	R2100	J015	A0221
26-36 Meadow Road (LLS)	SL3 7QA	735082	2000004036362	R2100	J015	A0221
14-24 Eyre Green (LLS) -	SL2 2BW	735022	2000004983341	R2100	J015	A0221
43-53 Bromycroft Road (LLS) -	SL2 2BG	734999	2000004980670	R2100	J015	A0221
6-16 Lerwick Drive (LLS) -	SL1 3XU	735034	2000005574723	R2100	J015	A0221
86-96 Odencroft Road (LLS) -	SL2 2DE	735036	2000004982375	R2100	J015	A0221
208-218 Reddington Drive (LLS) -	SL3 7SL	734881	2000003847889	R2100	J015	A0221
232-242 Reddington Drive (LLS) -	SL3 7SL	734880	2000004035173	R2100	J015	A0221
244-254 Reddington Drive (LLS) -	SL3 7SL	734981	2000004035243	R2100	J015	A0221
256-266 Reddington Drive (LLS) -	SL3 7SL	735058	2000004035313	R2100	J015	A0221
30-44 & 62 Calstock House, Tamar Way	SL3 8TA	734770	2000003990375	R2100	J015	A0221
117-131 High Street, Langley (LLS) -	SL3 8LR	734836	2000004030306	R2100	J015	A0221
3-13 Furzen Close (LLS) -	SL2 2BX	735094	2000004982853	R2100	J015	A0221
Llds Ltg 6 Harvey Road	SL3 8IB	734815	2000004007501	R2100	J015	A0221
32-54 Moor Furlong (LLS) -	SL1 5TX	735020	2000050373199	R2100	H205	A0221
33-67 Minster Way (LLS) -	SL3 7EY	734877	2000003835261	R2100	J015	A0221
2-12 Eyre Green (LLS) -	SL2 2BW	734977	2000004983217	R2100	J015	A0221
2-64 Brammas Close (LLS) -	SL1 2TR	734821	2000005708714	R2100	J015	A0221
98-160 Brammas Close (LLS) -	SL1 2TR	734831	2000005709220	R2100	J015	A0221
230-292 Spackmans Way (LLS) -	SL1 2SE	734838	2000005711034	R2100	J015	A0221
51-54 Dawes Moor Close (LLS) -	SL2 5RN	735147	2000003792547	R2100	J015	A0221
5-10 Dawes Moor Close (LLS) -	SL2 5RN	735162	2000003792069	R2100	J015	A0221
19-24 Sherwood Close (LLS) -	SL3 7SN	735025	2000004036159	R2100	J015	A0221
18-28 Lerwick Drive (LLS) -	SL1 3XU	734871	2000005574820	R2100	J015	A0221
38-48 Meadow Road (LLS)	SL3 7QA	734983	2000004036432	R2100	J015	A0221
100-110 Churchhill Road (LLS) -	SL3 7RB	734950	2000004039595	R2100	J015	A0221
16-30 Furzen Close (LLS) -	SL2 2BX	735037	2000004983003	R2100	J015	A0221
228-238 Scaffell Road (LLS) -	SL2 1TZ	734870	2000005009253	R2100	J015	A0221
31-41 Bromycroft Road (LLS) -	SL2 2BG	735049	2000004980396	R2100	J015	A0221
250-266 Scaffell Road (LLS) -	SL2 1TZ	734855	2000005009643	R2100	J015	A0221
154-164 Weekes Drive (LLS) -	SL1 2YR	734902	2000005657859	R2100	J015	A0221



106-116 Northborough Road	SL2 1SZ	735149	2000005615929	R2100	J015	A0221
5-15 Belmont (LLS)	SL2 1SU	735163	2000005620111	R2100	J015	A0221
5-15 Thorndike (LLS) -	SL2 1SP	735156	2000005619339	R2100	J015	A0221
150-160 Northborough Road	SL2 1TA	734912	2000005616151	R2100	J015	A0221
22-28 Borderside (LLS) -	SL2 5QS	735129	2000005462137	R2100	J015	A0221
86-120 Eden Close (LLS) -	SL3 8UL	734890	2000003996136	R2100	J015	A0221
220-240 Grampian Way (LLS) -	SL3 8UQ	735169	2000004000783	R2100	J015	A0221
69-79 Minster Way (LLS) -	SL3 7EY	735117	2000003835642	R2100	J015	A0221
Garrick House, Humber Way	SL3 8SU	734763	2000004001350	R2100	J015	A0221
8a-8d Station Road (LLS) -	SL1 6JJ	734813	2000004877945	R2100	J015	A0221
14-19 Damson Grove (LLS) -	SL1 2NP	735032	2000005717453	R2100	J015	A0221
14-24 Odencroft Road (LLS) -	SL2 2BP	734812	2000004981707	R2100	J015	A0221
14-24 Sumburgh Way (LLS) -	SL1 3XZ	734969	2000005576093	R2100	J015	A0221
15-24 Tamarisk Way (LLS) -	SL1 2UW	734921	2000005658392	R2100	J015	A0221
15-25 Furzon Close (LLS) -	SL2 2BX	735044	2000004982997	R2100	J015	A0221
1-6 Damson Grove (LLS) -	SL1 2NP	734904	2000005717310	R2100	J015	A0221
17-39 Marunden Green (LLS) -	SL2 2DU	734995	2000004988330	R2100	J015	A0221
18a-18e Stratfield Road (LLS) -	SL1 1UW	735024	2000003755721	R2100	J015	A0221
19-29 Lerwick Drive (LLS) -	SL1 3XX	734806	2000005574849	R2100	J015	A0221
2-24 Travic Road (LLS) -	SL2 2DZ	734998	2000004988702	R2100	J015	A0221
2-36 Perryman Way (LLS) -	SL2 2HG	734861	2000004990144	R2100	J015	A0221
20-15 Damson Grove (LLS) -	SL1 2NP	734898	2000005717523	R2100	J015	A0221
20-25 Franklin Avenue (LLS) -	SL2 1RX	735109	2000005614400	R2100	J015	A0221
5-14 Tamarisk Way (LLS) -	SL1 2UW	734911	2000005658444	R2100	J015	A0221
2-10 Ronaldsday Spur (LLS) -	SL1 3VA	735063	2000005575860	R2100	J015	A0221
2-10 Sumburgh Way (LLS) -	SL1 3XZ	734926	2000005576163	R2100	J015	A0221
2-12 Odencroft Road (LLS) -	SL2 2BP	735059	2000004981673	R2100	J015	A0221
22-28 Newhaven Spur (LLS) -	SL2 1UR	735158	2000005000367	R2100	J015	A0221
26-36 Sumburgh Way (LLS) -	SL1 3XZ	734952	2000005576020	R2100	J015	A0221
26-36 Odencroft Road (LLS) -	SL2 2BP	735014	2000027556961	R2100	J015	A0221
29-39 Odencroft Road (LLS) -	SL2 2BS	735055	2000004981887	R2100	J015	A0221
38-48 Odencroft Road (LLS) -	SL2 2BP	735004	2000004981993	R2100	J015	A0221
5-11 Newhaven Spur (LLS) -	SL2 1UR	735174	2000005000180	R2100	J015	A0221
47-70 Hull Close (LLS) -	SL1 2XL	734808	2000005652415	R2100	J015	A0221
7-12 Damson Grove (LLS) -	SL1 2NP	735017	2000005717383	R2100	J015	A0221
7-12 Franklin Avenue (LLS) -	SL2 1RX	735153	2000005614260	R2100	J015	A0221
79-89 Bromycroft Road (LLS) -	SL2 2BN	735050	2000004980953	R2100	J015	A0221
91-101 Monksfield Way (LLS) -	SL2 1QN	734965	2000004985108	R2100	J015	A0221
70-80 Borderside (LLS) -	SL2 5QS	735133	2000005462527	R2100	J015	A0221
82-92 Borderside (LLS) -	SL2 5QT	735143	2000005462590	R2100	J015	A0221
18-32 Winvale (LLS) -	SL1 2IH	735122	2000005717229	R2100	J015	A0221
2-16 Winvale (LLS) -	SL1 2IH	735131	2000005717247	R2100	J015	A0221
34-48 Winvale (LLS) -	SL1 2IH	735127	2000005717238	R2100	J015	A0221
50-64 Winvale (LLS)	SL1 2IH	735123	2000005717210	R2100	J015	A0221
214-224 Scaffell Road (LLS) -	SL2 1TZ	734872	2000005009262	R2100	J015	A0221
1-11 Charles Gardens	SL2 5QX	735120	2000005461899	R2100	J015	A0221
200-210 Scaffell Road (LLS) -	SL2 1TZ	734878	2000005009271	R2100	J015	A0221
13-23 Charles Gardens	SL2 5QX	735132	2000005462030	R2100	J015	A0221
2-16 Charles Gardens	SL2 5QX	735104	2000005461913	R2100	J015	A0221
260-270 Scaffell Road (LLS) -	SL2 1TZ	734884	2000005009652	R2100	J015	A0221

Ltg Flats - Elliman Avenue	SL2 5BD	734780	2000005529127	R2100	J015	A0221
Ltg Flats - Elliman Avenue	SL2 5BD	735019	2000005529136	R2100	J015	A0221
1-6 Rye Court (LLS) -	SL1 1QT	734817	2000003744580	R2100	J015	A0221
46-60 Bolderside (LLS) -	SL2 5QS	735089	2000005462420	R2100	J015	A0221
Mallards - Children's Resource Centre	SL1 2PH	734772	2000053073704	R2100	H216	A0280
6-12 Mary Morgan Court	SL2 1NS	734832	2000005573171	R2100	J015	A0221
1-17 Montgomery Place (LLS) -	SL2 5SR	735009	2000005469824	R2100	J015	A0221
1-4 Montgomery Place (LLS) -	SL2 5SR	735073	2000005469772	R2100	J015	A0221
1-16 Newbury Way (BOILER) -	SL1 2PQ	735170	2000005717286	R2100	J015	A0221
10-21 Oban Court (LLS) -	SL1 2QH	735002	2000005704570	R2100	J015	A0221
32-36 Oban Court (LLS) -	SL1 2QH	735015	2000005704765	R2100	J015	A0221
54-66 Brook Path-Old People Bungalows	SL1 5EJ	734841	2000005673958	R2100	J015	A0221
14-36 Pennine Road (LLS)	SL2 1SQ	734833	2000005616969	R2100	J015	A0221
31-41 Pentland Road (LLS) -	SL2 1TL	734868	2000005617146	R2100	J015	A0221
1-8 Peterhead Mews (LLS) -	SL3 8UH	735062	2000003998899	R2100	J015	A0221
1-42 Poplar House, High Street (COMSUP) -	SL3 8UE	734762	2000004014448	R2100	J015	A0221
244-266 Lynch Hill Lane (LLS) -	SL2 2PX	734925	2000004997682	R2100	J015	A0221
Redwood House (LIFT)	SL3 8UE	734825	2000027753397	R2100	J015	A0221
1-10 Rigby Lodge, Aldborough Spur (COMSUP) -	SL1 3EW	735150	2000050367628	R2100	H205	A0221
67-77 Bronycroft Road (LLS) -	SL2 2BN	735029	2000004980883	R2100	J015	A0221
14-28 Wild Green South (LLS) -	SL3 8NT	735064	2000004042747	R2100	J015	A0221
28-42 Aldridge Road (LLS) -	SL2 1TI	735068	2000005622225	R2100	J015	A0221
65-79 Monksfield Way (LLS) -	SL2 1QW	734920	2000004984717	R2100	J015	A0221
7-21 Morrice Close (LLS) -	SL3 8NS	735021	2000004042287	R2100	J015	A0221
8-22 Morrice Close (LLS) -	SL3 8NS	734924	2000004042301	R2100	J015	A0221
A-X Seymour House (LLS) -	SL3 7HB	734773	2000003832855	R2100	J015	A0221
1-36 Springfield (LLS) -	SL2 2DS	754105	2000004986193	R2100	J015	A0221
1-36 Springfield (LLS) -	SL1 2AF	734840	2000003761682	R2100	J015	A0221
1-6 Spruce Court (LLS) -	SL1 1YH	735160	2000005788037	R2100	J015	A0221
220-230 Reddington Drive (LLS) -	SL3 7SL	735060	2000027868103	R2100	J015	A0221
31-38 Woodford Way (LLS) -	SL2 2DB	735003	2000004983778	R2100	J015	A0221
93-103 Fox Road (LLS) -	SL3 7SJ	735028	2000003847276	R2100	J015	A0221
7-12 Sherwood Close (LLS) -	SL3 7SN	734822	2000027706713	R2100	J015	A0221
63-71 Fox Road (LLS) -	SL3 7SJ	734961	2000003847684	R2100	J015	A0221
16-30 Fox Road (LLS) -	SL3 7SG	734957	2000003846982	R2100	J015	A0221
23-37 Crayle Street (LLS) -	SL2 2AE	735048	2000005628193	R2100	J015	A0221
42-56 Stile Road (LLS) -	SL3 7SB	735171	2000003848190	R2100	J015	A0221
49-63 Monksfield Way (LLS) -	SL2 1QW	735128	2000004984540	R2100	J015	A0221
69-83 Stile Road (LLS) -	SL3 7SD	734992	2000003848438	R2100	J015	A0221
7-21 Crayle Street (LLS) -	SL2 2AE	735116	2000005628022	R2100	J015	A0221
8-22 Hubert Road (LLS) -	SL3 7SF	734966	2000003848961	R2100	J015	A0221
1-12 Stroma Court, Lincoln Way (LLS) -	SL1 5RQ	734915	2000004844693	R2100	J015	A0221
1-23 Buttermere Avenue (LLS) -	SL1 6EF	734863	2000004888609	R2100	J015	A0221
2-24 Buttermere Avenue (LLS) -	SL1 6EG	734824	2000004888627	R2100	J015	A0221
39-53 Goodwin Road (LLS) -	SL2 2ET	734985	2000004987824	R2100	J015	A0221
1-60 Tower House (LLS) -	SL1 2JT	734761	2000005774460	R2100	J015	A0221
Tv Ampl & Sml Light 2	SL2 2EJ	735093	2000004992693	R2100	J015	A0221
Tv Ampl Sml Light 1 Wavell Gardens	SL2 2EJ	734796	2000004992684	R2100	J015	A0221
Walnut Lodge, The Green	SL1 2SW	735166	2000005719691	R2100	J015	A0221
131-141 Weekes Drive (LLS) -	SL1 2YN	734991	2000005657041	R2100	J015	A0221

1-63 Stratfield Road (LLS) (Wellington Street Stratfield Boiler)	SL1 1YW	734790	2000003755387	R2100	J015	A0221
44-62 Whiteford Road (LLS) -	SL2 1PD	735072	2000005573092	R2100	J015	A0221
1-18 Stile Road (Gated Car Park – Site 1)	SL3 7SD	1119180	2000057241540	R2100	J015	A0221
Ryvers Road (Gated Car Park – Site 1)	SL3 8TP	1119180	2000057241550	R2100	J015	A0221
1-24 Hampden Road (Gated Car Park – Site 1)	SL3 8SD	1119180	2000057241522	R2100	J015	A0221
1-9 Calbroke Road (Gated Car Park – Site 2)	SL2 8HY	1119180	2000057241578	R2100	J015	A0221
10-18 Calbroke Road (Gated Car Park – Site 1)	SL2 2HY	1119180	2000057241569	R2100	J015	A0221
33A Wordsworth (old 35-45 Wordsworth Road)	SL2 2NU	1278660	2000057044939	R2100	J015	A0221
Landlord Supply Chepstow Court Lynch Hill Lane Slough SL2 2AX	SL2 2AX	1278661	2000057086948	R2100	J015	A0221
1-15 Nash Road (Gated Car Park – Site 1)	SL3 8NQ	1119180	2000057241531	R2100	J015	A0221
Egerton Road	SL2 2LB	1278662	2000057102058	R2100	J015	A0221
119-129 Weekes Drive	SL1 2YN	1307081	2000057629957	R2100	J015	A0221
Landlord Supply Marlowe Mews Slough SL2 5TN	SL2 5UG	1277711	2000057407472	R2100	J015	A0221
LLS 12a & 12b Gascons Grove	SL2 1TH	1329767	2000057066161	R2100	J015	A0221
LLS 38a Pemberton Road	SL2 2JJ	1329768	2000057083566	R2100	J015	A0221
LLS Denbigh Close	SL3 7UY	1277683	2000057344120	R2100	J015	A0221

**New Sites**

Site name	Address	Post code	Account No.	MPAN	MSN	current supplier	Requestor
Ditton Academy(TVU)	Wellington Street	SL1 1YG	3007365471	2000056697609	E16TF00488	TGP	Tony Madden

CCTV	Bath Road						Type of supply tbc?
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**Gazprom**

Site name	Address	Post code	Account No.	MPR	MSN	Account	Code	Analysis
<b>Commercial</b>								
Arbour Park	Stoke Road	SL2 5AX	10168214	9347241200	60009416D6	R2100	B179	A0220
Beechwood School	Long Reading Lane	SL2 1QE	10168203	9159011510	0D522307B7	R2100	F868	A0220
Priors Close-previously called St Lawrence way	Priors Close	SL1 2BQ	10168204	9164806	K0846713D6	R2100	B160	A0220
Britwell Hub, 41-45 Wentworth Ave	41-45 Wentworth Ave	SL2 2DS	10168211	9333206710	K0745312D6	R2100	B167	A0220
Bus Station	Brunei Way	SL1 1XN	10168208	9296533602	K0004511D6	R2100	B480	A0220
Chalvey Transfer Station (Old ac 3005401223)	White Hart Lane	SL1 2SF	10168201	9121098108	A0322503A6	R2100	B185	A0220
Cippenham Community Centre	Earls Lane	SL1 5DJ	10168197	8939467310	K0371513D6	R2100	B148	A0220
Cippenham Library	Elmshott Lane	SL1 5RB	10168195	8932126405	369271201	R2100	B169	A0220
Claycotts Childcare- Monksfield	Monksfield Way	SL2 1QX	10168198	E016K0190620D6	A0124804A6	R2100	B188	A0220
Elliman Resource Centre	Pursers Court	SL2 5DL	10168200	9103736202	A0546913A6	R2100	B166	A0220
Langley Pavillion Community centre	Langley Road	SL3 8BS	10168185	3327766007	K0323914D6	R2100	B149	A0220
Manor Park Community Centre	Villiers Road	SL2 1NW	10168218	9820006	A0683013A6	R2100	B143	A0220
Manor Park Hall	Villiers Road	SL2 1NW	10168216	9737300	E016K0516019D6	R2100	B150	A0220
Montem Children Centre	Chalvey Grove	SL1 2TE	10168199	9102171309	M016K0267420D6	R2100	B186	A0220
New Horizons, Mental Health Resource Centre	Pursers Court	SL2 5BX	10168196	8933452210	K0256212D6	R2100	B177	A0220
Observatory House	25 Windsor Road	SL1 2EL	10168213	9347144707	K0879116D6	R2100	B064	A0220
Orchard Ave Children Cen	Orchard Avenue	SL1 6HE	10168207	9219980706	0366881201	R2100	B189	A0220
Orchard Youth & Community Centre	73A Stoke Poges Lane	SL1 3NY	10168206	9218079904	K0372113D6	R2100	B172	A0220
Park Changing Rooms, Upton Court Park	Upton Court Road	SL3 7NE	10168186	3331673110	K0364813D6	R2100	B183	A0220
Penn Road Childrens Centre	Penn Road	SL2 1PH	10168205	9217454102	A0511013A6	R2100	B190	A0220
Penn Wood School	Penn Road	SL2 1PG	10168210	9305819904	K0579614D6	R2100	F868	A0220
Phoenix, Langley Resource Centre	Spitfire Close	SL3 8GZ	10168190	7450319801	G4K00515161701	R2100	B163	A0220
Romsey Close Children centre	Romsey Close	SL3 8PE	10170018	9380112110	K0837819D6	R2100	B191	A0220
Slough Cemetary & Crematorium	Stoke Road	SL2 5AX	10168192	8818610410	R0310D480406B7	R2100	D320	A0220
St Martins Place	51 Bath Road	SL1 3UF	10168183	19393401	6005419SC	R2100	B068	A0220
The Curve	William Street	SL1 1XY	10168212	9338626410	K0830615D6	R2100	B175	A0220
Upton Lea Community Centre	Wexham Road	SL2 5JW	10168217	9737603	K0473613D6	R2100	B154	A0220
Vicarage Way Children Centre	Colnbrook	SL3 0JY	10168188	3341124801	366821201	R2100	B194	A0220
Weekes Drive Community Centre	Tamarisk Way	SL1 2YP	10168209	9297119507	A0423314A6	R2100	B156	A0220
Westfield Community Centre, Servern Crescent,	Servern Crescent	SL3 8AT	10168189	5066469408	0011551401	R2100	B158	A0220
<b>Housing</b>								
440 498 Trelawney Avenue (Communal boiler)	Trelawney Avenue	SL3 7TS	10168180	13543700	E065K2148618D6	R2100	J015	A0220
48 Goldsworthy Way (Gas) (Primrose Hall)		SL1 6AX	10168187	3340258705	G4A00495011501	R2100	J015	A0220
Allington Court (old meter 61288505C)	Myrtle Crescent	SL2 5AL	10168191	753701	M065K2574621D6	R2100	J015	A0220
91-133 Apsley House Block D	Stratfield Road	SL1 1UN	10168194	8898687102	M016K0141020D6	R2100	J015	A0220
1-60 Ashbourn House	Burlington Road	SL1 2LB	10168193	8821670702	75134470	R2100	J015	A0220

30-44 & 62 Calstock House	Tamar Way	SL3 8SY	10168182	14809504	M065K1315915D6	R2100	J015	A0220
Garrick House ( Humber Way) (Communal kitchen)	Humber Way	SL3 8ST	10168184	3327353408	5331636	R2100	J015	A0220
Garrick House 90-124 Humber Way (Communal Boiler) (Garr	Humber Way	SL3 8SS	10168179	13542608	K0925213D6	R2100	J015	A0220
Mallards, Childrens Res Cen	50 Darvills Lane	SL1 2PH	10168202	9151607009	330631201	R2100	H216	A0280
63-103 Fox Road (Old Peoples Flat, 63 Fox Rd(27 Harrow Road	Fox Road	SL3 7SJ	10168181	13548800	K2161418D6	R2100	J015	A0220
1-29 Pendeen Court	Tamarisk Way	SL1 2UP	10168219	9821401	K0314213D6	R2100	H202	A0220
Redwood House	Cheviot Road	SL3 8LA	10168215	9736904	K0219113D6	R2100	J015	A0220
Seymour House	St Marys Road	SL3 7HB	10168220	9821704	8019991	R2100	J015	A0220

**TGP**

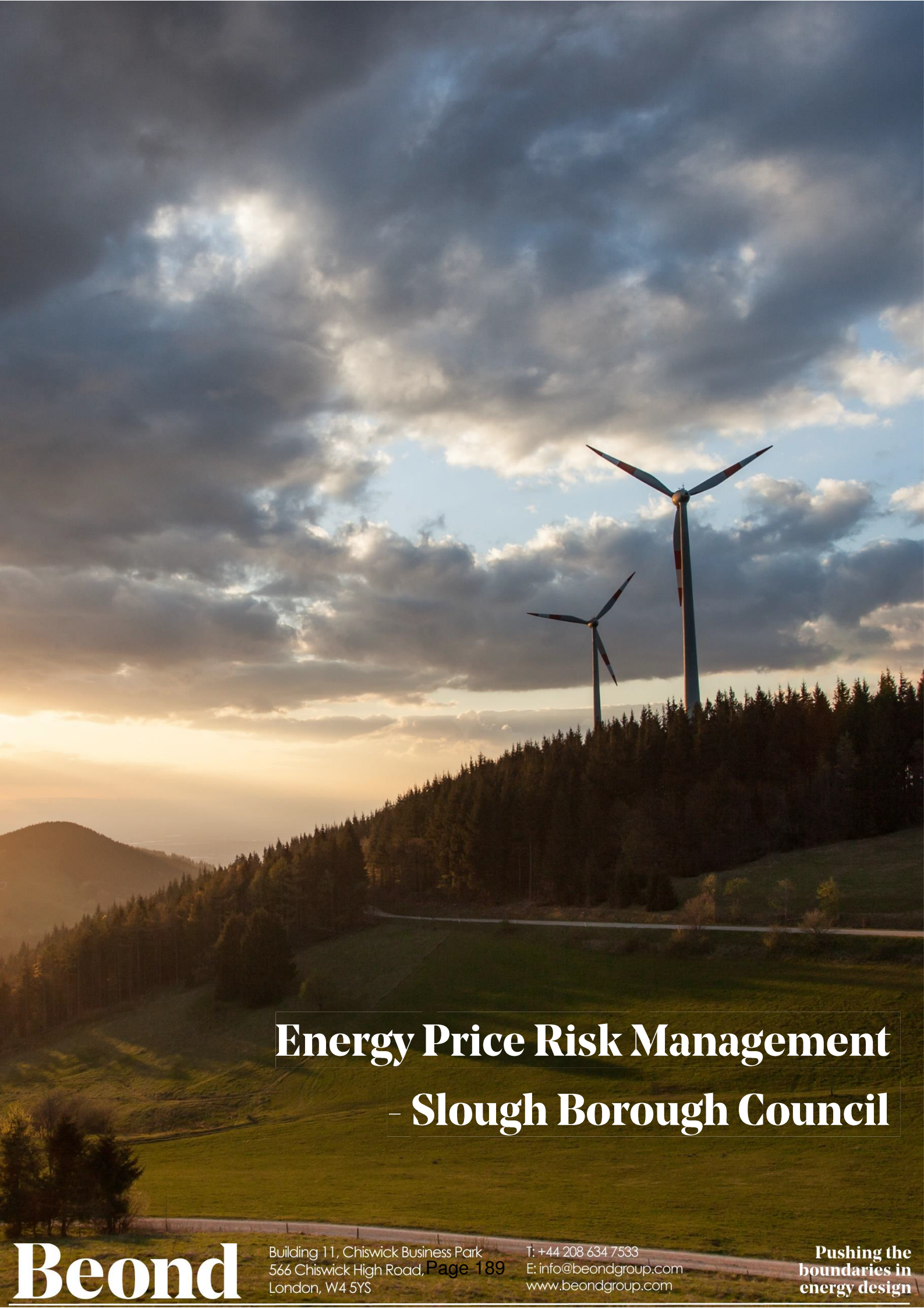
Site name	Address	Post code	Account No.	MPR	MSN	Account	Code	Analysis
Chalvey Hub	Ladbrooke Road	SL1 2SP	3007433671	7763864409	K0357319D6	R2100	B152	A0220

Commercial

Out of contract







# Energy Price Risk Management – Slough Borough Council

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**Pushing the  
boundaries in  
energy design**

## Overview

Slough Borough Council (Slough) currently spend approximately £2.1m per year on gas and electricity, across Corporate, housing and street lighting assets. Due to unprecedented energy market price rises, Slough are looking at a potential 49%/£1.09m increase on their April 2022 renewals.

Product	Apr-21	Apr-22*	Apr-23*	Apr-24*
Gas	£287,500	£550,908	£423,258	£370,358
NHH	£322,000	£453,066	£388,436	£372,796
HH	£1,118,000	£1,603,771	£1,362,111	£1,303,631
UMS	£364,000	£512,161	£439,101	£421,421
	<b>£2,091,500</b>	<b>£3,119,905</b>	<b>£2,612,905</b>	<b>£2,468,205</b>
		49.2%	24.9%	18.0%

\*Data accurate as of 3<sup>rd</sup> November

Slough are therefore reviewing alternative purchasing strategies to help mitigate against this price increase, while retaining budget stability and remaining compliant.

This paper summarises how Beond can deliver commercially advantageous and compliant procurement for renewals due 1<sup>st</sup> April 2022 as part of a wider cost avoidance program that is aligned with Slough's Asset Disposal Strategy.

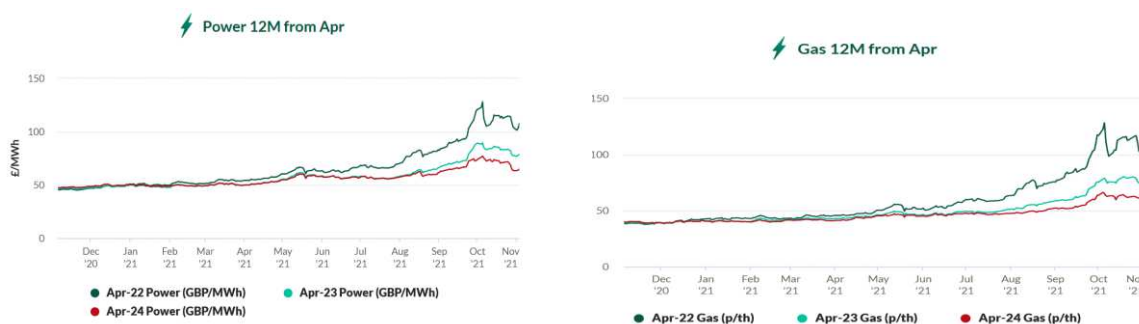
## Cost Avoidance Program

Beond will deploy the following strategies to mitigate against the forecasted energy cost increases:

1. **Price Risk Management**- Source and deliver appropriate energy purchasing strategies for the varying stock within Slough's portfolio.
2. **Volume Risk Management**- Negotiate appropriate supply contract terms and conditions to avoid volume tolerance issues that may result from the Asset Disposal Strategy.
3. **Data Risk Management**- Create a meter level asset database to keep all meters on contract, and remove any disposed sites/meters in a timely fashion to ensure Slough only pay for what they use.

## Price Risk Management – Energy Markets Overview

The below charts summarise the 12 month April contracts for 2022, 2023 and 2024 for gas and power as of the 1<sup>st</sup> November.



Energy prices rocketed in Q3/21 due to winter supply crunch fears driven by:

- A colder Spring in Europe resulted in gas injection into storage being delayed
- A colder Spring in Asia resulted in the re-direction of gas (LNG) to those markets

- Lower flows of Russian gas perpetuated low levels of gas during the summer/autumn
- Carbon prices reached an all-time high in Q3
- An interconnector fire in Kent which caused the loss of 1,000MW of capacity

#### Outlook

- Russian rhetoric and low gas flows continue to driver price volatility, despite UK market fundamentals being strong.
- A sustained milder winter is essential to see significant price retracement.
- Carbon prices have receded but remain high.

The cost and decision making challenge that Slough face is unpalatable. Market fundamentals suggest that energy markets will retrace, but when and how far? No one knows. It is for this reason that Beond supports Slough's view to review their purchasing strategy.

## Price Risk Management – Purchasing Strategies

Beond has five purchasing strategies, which are defined in Item 1 in the appendix.

1. **Fixed+ Risk**
2. **Day Ahead/Spot price**
3. **Month Ahead Market Tracker**
4. **Dynamic Forward Hedging**
5. **Synthetic Caps (triggers)**

To help Slough navigate the complexities of purchasing energy flexibly, Beond would typically run a risk workshop. The primary aims of the risk work shop would be;

1. To educate key stakeholders on the strategies and the associated risks/rewards
2. To look at case studies and back testing to see how each strategies works in reality
3. To outline a risk policy to define the agreed purchasing strategy and associated operating procedures

To aid Slough decision making at this stage, Beond will provide an outline in this document on some of the subject matter discussed in the risk workshop.

The below table is a summary of the performance of each of the above strategies between 2009 and 2018 for a client that uses 20MWhs per annum on electricity.

Variable	Fixed	Spot Price	Month Ahead	Dynamic Forward Hedging	Seasonal Synthetic Caps (+10%)*
Annual Average between 2009-2018	£4,023,480	£3,845,786	£3,967,186	£3,992,678	£3,883,358
Standard Deviation	£522,142	£511,649	£548,908	£341,374	£440,784
Winter Max Annual outturn	£5,055,523	£4,274,965	£4,903,910	£4,609,114	£4,594,262
Summer Max Annual outturn	£4,762,685	£4,794,097	£4,760,389	£4,366,819	£4,321,025

*(Note: To calculate the Volume for each season we multiply 20 MW by the number of hours (24) and days (182 – winter or 183 - summer). We then multiple by the relevant wholesale price (as presented on the previous slide) to get the Cost. The break down per season can be found in the appendix, Item 2.)*

This data suggests that between 2009-2018, buying energy on the spot market (1 day prior to delivery) was the most economically advantageous purchasing strategy. Buying fixed price energy was the worst performing strategy over the same time frame.

However, historic purchasing performance is not a guarantee of future strategy performance. Indeed, Beond is yet to carry out back testing for 2021, but we have enough evidence to suggest a fixed price strategy for an April 2021 renewal would deliver significant benefits against the majority of the strategies listed above.

This is ultimately the challenge for Slough, making the most informed decision for the next contract without knowing exactly what the future holds.

## Beond’s Purchasing Strategy Recommendation

Beond recommend deploying a hybrid strategy due to the unprecedented markets currently, with a blend of the fixed price, month ahead and dynamic forward hedging strategies across the different Slough assets. That is, an initial strategy to navigate the current market conditions, and a subsequent strategy to manage the future risks. The following is the high level proposal, subject to review by Slough;

### Housing Stock

1. Beond recommends running a fixed price reverse auction to procure up to 3x12 month fixed priced supply contracts to provide 3 years of budget certainty, while remaining compliant of section 20.

### Street Lighting

2. Beond recommends running a fixed price reverse auction to procure fixed priced supply contracts to provide up to 3 years of budget certainty.

### Corporate Stock

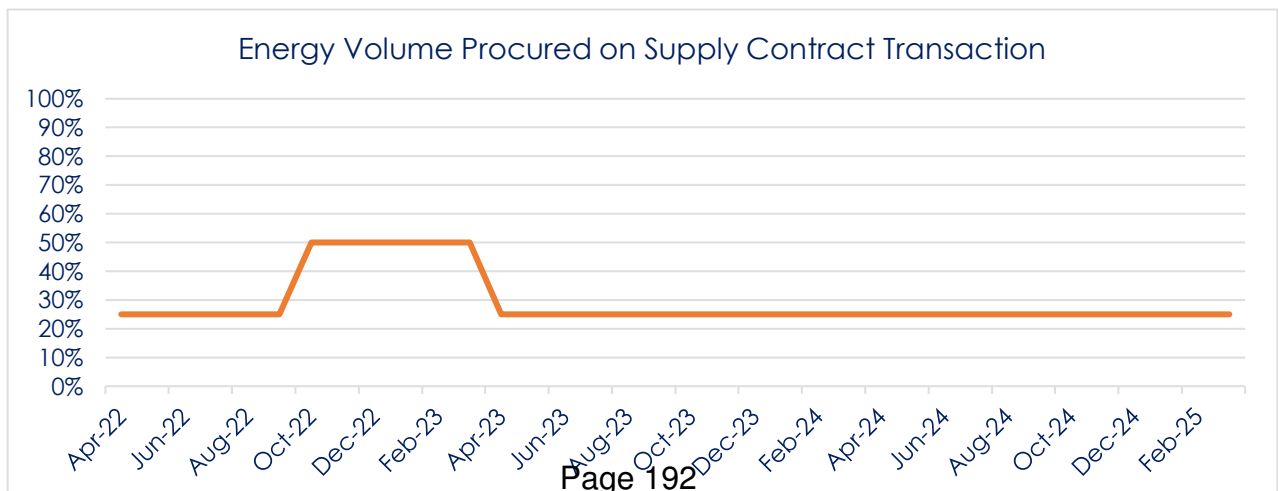
3. Electricity: Beond recommends running a flexible supply contract reverse auction for Slough to purchase a 3 year flexible supply contract
  - a. This provides a 36 month window to trade within
4. Gas: Beond recommends running a fixed price reverse auction to procure fixed priced supply contracts to provide up to 4 years of budget certainty.
  - a. Specific terms would be negotiated on volume tolerance

### Corporate Stock- Electricity: Wholesale Purchasing Strategy

On transaction of the electricity flexible supply contract;

- Slough to purchase 100% of the non-commodity costs
  - Non-commodity costs account for at least 60% of your bill, acting as a natural hedge
- Slough to purchase 25% of the first 6 months of the forecasted electricity consumption
- Slough to purchase 50% of the second 6 months (the winter period) of the forecasted electricity consumption
- Slough to purchase 25% of years 2 and 3 forecasted electricity consumption

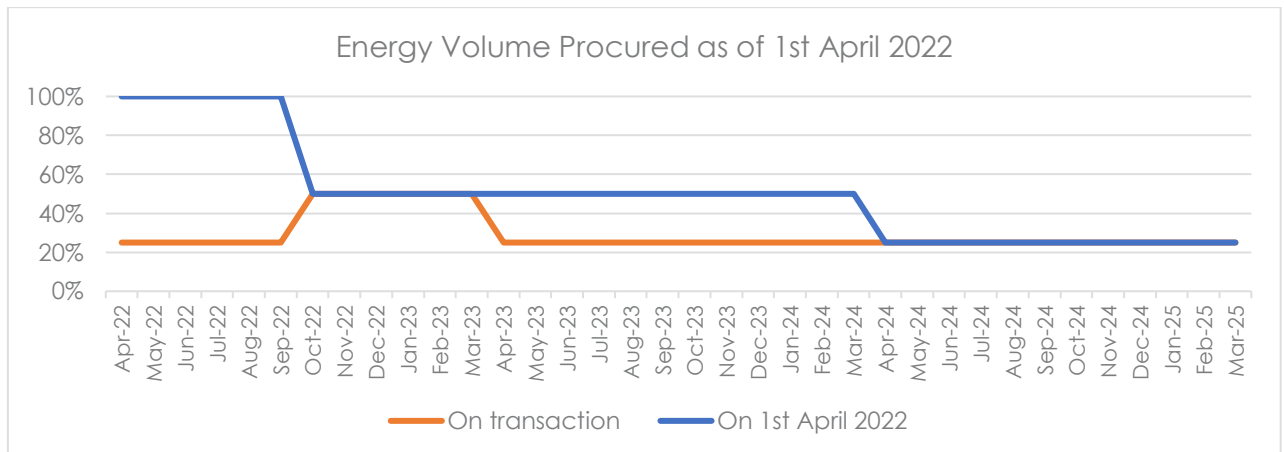
The chart below summarises the above strategy as on the supply contract transaction date.



The following passive purchasing strategy will continue from the transaction date of the supply contract through to the end of the contract;

1. to purchase the remaining volume of the first 6 months of year 1, 1 month prior to delivery
2. to purchase the remaining volume of the second 6 months of year 1 (the winter period), 3 months prior to delivery
3. to purchase an additional 25% of years 2 and 3, 12 months prior to delivery
4. to purchase the remaining volume of year 2, 6 months prior to delivery
5. to purchase the remaining volume of year 3, 6 months prior to delivery

The below line chart summarises the purchasing strategy position as of the 1<sup>st</sup> April 2022.

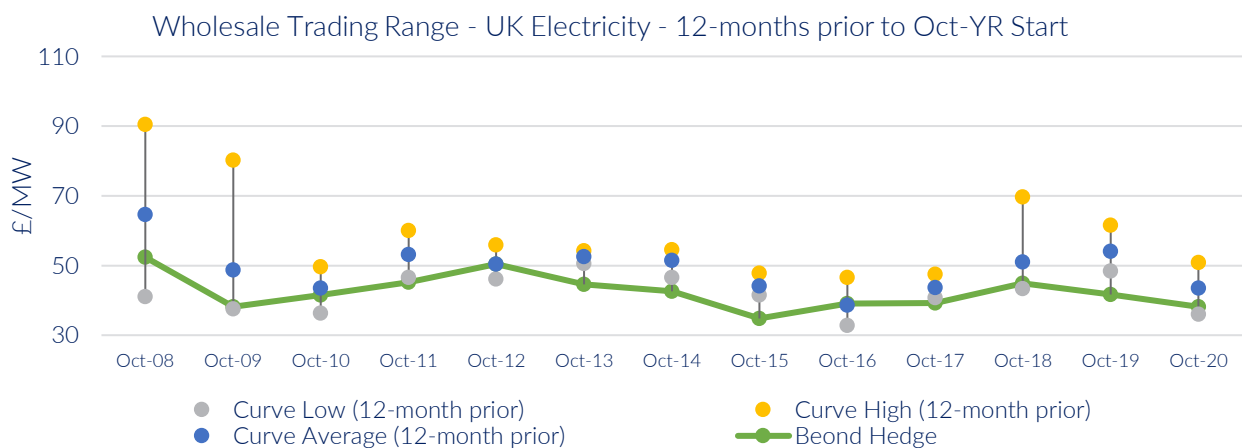


Beond would continue to be opportunistic and where we see value in the market outside of the above purchasing strategy, Beond would contact Slough with clear reasoning of why Slough should consider altering the existing purchasing strategy. An example would be to purchase an additional 50% of year 2, 12 months prior to delivery due to exceptionally low prices, rather than 25%, as per the above policy.

### Beond's Buying Evidence

As an energy price risk management expert, Beond is proud to have helped it's clients buy below the market average consistently over the last 12 years, clearly showing a high level of commercial competence.

The below graph outlines Beond's wholesale trading performance, with Beond **delivering 11.4% advantage against the 12 month curve average**.



As a comparison, LASER promotes a market performance of 4.7% for a similar period (2009-2013). Please [see page 5 on the following link](#). As such, historically Beond has delivered an improved price advantage and their wholesale purchasing flexibility is more aligned with helping Slough navigate the existing market conditions while the Asset Disposal Strategy is defined.

Additional to managing the price risk, Beond will support Slough in the following areas to maximise cost avoidance opportunities.

## **Volume Risk Management**

Slough intends to carry out an asset disposal strategy to reduce costs across the council. Slough are currently working through this strategy and do not yet have a clear time line on which assets will be disposed of and when. As such, it is imperative that Beond negotiate appropriate supply contract terms and conditions to avoid volume tolerance from Slough purchasing more energy than they actually need.

**Risk Management strategy-** where Slough has visibility of future asset disposals, Beond would collaborate with key stakeholders to understand the volumes concerned. We would then ensure we buy the minimum volume required for those sites, without risking price stability. There are a number of flexible supply contract products that enable volume reforecasting if demand destruction is identified early enough.

**Contracted Volume Tolerance-** Beond would negotiate wide volume tolerance levels in the supply contract. Typically, these are 85%/115% of expected usage, but we have experience of widening this range to 70%/130% and in some cases, removing the clause completely. Where this is removed completely, the supplier takes all the volume and pricing risk.

**Consumption Monitoring-** Beond would request access to your consumption data either via the energy supplier, or directly with the DA/ DC provider. Where we can communicate directly with the DA / DC provider, Beond has the technical capability (API) to pull the consumption data directly into your client portal. Once we have direct access, we can set up 'alarms' to raise awareness of consumption patterns that are out of tolerance. This is then used to manage the reforecasting of future energy volumes.

## **Data Risk Management**

In order to ensure Slough only pay for what they use, Beond will create a meter level asset database to keep all meters on contract, and remove any disposed sites/meters in a timely fashion. This database will be used to cross check against energy supplier invoices as part of Beond bill validation service.

Beond's bill validation system builds a simulation of the supply contract at meter level based on the consumption data, contract rates, wholesale purchases and network / pass-through costs. The system can then simulate the cost for each meter over each period providing forecasting and accrual management capability.

There can be up to seventy-five separate checks on each invoice, but the typical process checks are summarised in Item 3 in the appendix.

Following the validation exercise, the system creates an invoice validation summary report that outlines at meter level, cost items approved for payment, and costs items on hold due to an outstanding error. A consolidated billing report accompanies this submission.

The outstanding errors identified by the system are either reviewed and resolved by a Beond Bureau Analyst or sent direct to the relevant energy supplier. Beond manage this process through to resolving incorrect invoices with the supplier.

# Budget Forecasts

Slough will look to dispose of council assets while deploying a risk management utility contract strategy in order to meet budget expectations. As a reminder, the proposed energy risk strategy is to fix the NHH and UMS supplies, and purchase HH and gas flexibly.

Beond has modelled two scenarios;

1. 10% energy consumption reduction of the corporate stock (Gas and HH)
2. 20% energy consumption reduction of the corporate stock (Gas and HH)

These 2 scenarios were then applied across 3 different wholesale market outcomes;

1. **Best case**- 60% decrease in wholesale energy costs, compared to the forecasted budget
  - a. *The market has a long way to fall in our view.*
2. **Expected case**- 25% decrease in wholesale energy costs, compared to the forecasted budget
  - a. *Through general market easing and risk managed purchasing.*
3. **Worst case**- 20% increase in wholesale energy costs, compared to the forecasted budget
  - a. *Still potential for unforeseen infrastructure issues, prolonged cold snaps and political unrest*

**Scenario 1**- The below table compares the fixed price budget forecast when a 10% reduction in energy consumption is applied to the corporate stock, across 3 different wholesale market outcomes.

<u>Scenario</u>	<u>Apr-22</u>	<u>Apr-23</u>	<u>Apr-24</u>	<u>3 Year Annualised</u>
Fixed Price Forecast	£3,119,905	£2,612,905	£2,468,205	£2,733,672
Best Case	£2,175,896	£1,905,255	£1,831,838	£1,970,996
Expected Case	£2,600,878	£2,213,904	£2,105,403	£2,306,728
Worst Case	£3,147,284	£2,610,739	£2,457,129	£2,738,384

**Scenario 2**- The below table compares the fixed price budget forecast outturn when a 20% reduction in energy consumption is applied to the corporate stock, across 3 different wholesale market outcomes.

<u>Scenario</u>	<u>Apr-22</u>	<u>Apr-23</u>	<u>Apr-24</u>	<u>3 Year Annualised</u>
Fixed Price Forecast	£3,119,905	£2,612,905	£2,468,205	£2,733,672
Best Case	£2,041,377	£1,785,508	£1,716,547	£1,847,811
Expected Case	£2,419,139	£2,059,863	£1,959,715	£2,146,239
Worst Case	£2,904,833	£2,412,606	£2,272,361	£2,529,933

The below table summarises the forecasted percentage saving split scenario reduction across 3 different wholesale market outcomes, compared to the fixed price budget forecast.

<u>Scenario</u>	<u>10% reduction</u>	<u>20% reduction</u>
Best Case	27.9%	32.4%
Expected Case	15.6%	21.5%
Worst Case	-0.2%	7.5%

# Appendix

## Item 1- Risk Managed Purchasing Strategies

Beond has five purchasing strategies, defined as;

1. **Fixed+ Risk-** Fixed price supply contracts (1 to 5 year contract durations) with monthly risk management reports to manage market timing of the renewal
  - This strategy creates budget certainty but restricts purchasing flexibility
2. **Day Ahead/Spot price-** A passive strategy where you pay the price calculated by the market a day before delivery.
  - Historically this strategy delivers savings compared to longer-term purchases, but it is a high-risk strategy.
3. **Month Ahead Market Tracker-** A strategy where you purchase 25/50/75% of your volume on transaction of the supply contract, purchasing the remaining volume for each month, 1 month ahead of delivery.
  - This strategy historically has shown savings compared to longer-term purchases but it is medium to high risk, especially during winter.
  - It is possible to purchase more than 1 month ahead if pricing is favourable
4. **Dynamic Forward Hedging-** A strategy where you always have 100% of your forecasted energy demand purchased at least 6 months ahead of delivery, with the subsequent period purchased automatically at each 6-month trigger point.
  - This can be reduced to 3 months ahead or extended to 9 or 12 months
  - A lower risk than fixed price strategies, but you may still pay a premium to fix long-term costs
5. **Synthetic Caps (triggers)-** Actively protects costs with a pre-agreed response to rising prices (aka a stop-loss strategy)
  - Gives a 'fixed worst case' cost while allowing the client to benefit from prices falling.
  - Seasonal caps can be changed to monthly caps closer to delivery to benefit from further price declines within-season.

## Item 2- Back testing data set

£/MWh	Spot Price	Month Ahead	Dynamic Forward Hedging	Seasonal Synthetic Caps (+10%)*	6M Fix
Win 2009	£3,049,943	£3,163,853	£3,647,571	£3,364,234	£3,364,234
Sum 2010	£3,424,173	£3,440,095	£3,666,442	£3,193,862	£3,193,862
Win 2010	£4,081,220	£4,061,339	£3,642,330	£3,700,657	£4,025,549
Sum 2011	£4,330,834	£4,401,153	£3,899,510	£3,513,249	£4,762,685
Win 2011	£3,978,648	£4,197,724	£4,148,435	£4,428,104	£5,055,523
Sum 2012	£3,810,382	£3,805,912	£3,961,584	£3,928,205	£3,928,205
Win 2012	£4,189,238	£4,249,475	£4,419,542	£4,177,555	£4,177,555
Sum 2013	£4,439,023	£4,280,823	£4,366,819	£4,321,025	£4,409,568
Win 2013	£4,183,781	£4,511,835	£4,609,114	£4,594,262	£4,594,262
Sum 2014	£3,382,712	£3,507,498	£4,100,078	£3,962,462	£3,962,462
Win 2014	£3,722,935	£3,950,399	£4,353,440	£4,288,502	£4,288,502
Sum 2015	£3,582,121	£3,660,749	£4,019,851	£3,687,523	£3,687,523
Win 2015	£3,178,977	£3,305,447	£4,249,482	£3,865,680	£3,865,680
Sum 2016	£3,044,574	£3,069,802	£3,583,286	£3,099,874	£3,099,874
Win 2016	£4,248,571	£4,903,910	£4,097,475	£4,138,243	£4,138,243
Sum 2017	£3,507,950	£3,638,399	£3,445,670	£3,409,861	£3,549,614



Win 2017	£4,274,965	£4,500,543	£4,108,832	£4,322,573	£4,322,573
Sum 2018	£4,794,097	£4,760,389	£3,548,736	£3,904,576	£3,996,720
Average	£3,845,786	£3,967,186	£3,992,678	£3,883,358	£4,023,480
Standard Deviation	£511,649	£548,908	£341,374	£440,784	£522,142
Win Max	£4,274,965	£4,903,910	£4,609,114	£4,594,262	£5,055,523
Sum Max	£4,794,097	£4,760,389	£4,366,819	£4,321,025	£4,762,685

### **Item 3– Bill Validation Checks**

- Check all meters have been billed
- Check all credit notes are netted off against invoices
- Check bill start and end dates for no over-lapping days or missing days
- Check meter readings from one bill to the next
- Check billed usage against historical usage (at time of tender)
- Check billed usage against half-hourly data (including AMR)
- Check billed kVA levels (HH electricity only)
- Check unit rate(s) p/kWh
- Check standing charge £/mth
- Check kVA charge £/kVA/mth
- Check CCL (including the discount for sites that have a CCA in place)
- Check correct VAT rate (including 5% applied when De Minimis usage triggered)
- Check calculation of correct total

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 17<sup>th</sup> January 2022

**SUBJECT:** Procurement of substance misuse recovery and treatment services including shared care

**CHIEF OFFICER:** Alan Sinclair, Executive Director People Adults

**CONTACT OFFICER:** Avtar Maan, Group Manager People Strategy

**WARD(S):** All

**PORTFOLIO:** Cllr Natasa Pantelic, Social Care and Public Health

**KEY DECISION:** YES

**EXEMPT:** NO

**DECISION SUBJECT TO CALL IN:** YES

**APPENDICES:** None

**1 Summary and Recommendations**

- 1.1 The purpose of this report is to seek approval from Cabinet for a one-year contract extension to the current contract for Substance Misuse Treatment and Recovery Service including shared care (to be referred as substance misuse treatment for the remainder of this report), which is currently being delivered by Turning Point and Farnham Road GP Practice.
- 1.2 Officers acknowledge that procurement activity should have commenced in early 2021, but were prevented from doing so due to the significant pressures placed upon providers and officers in responding to the second and subsequent waves of the COVID-19 pandemic. Nevertheless, it is also acknowledged that whilst services are still within contract, permission should have been sought at an earlier stage from Cabinet to extend contracts as permitted by Regulation 72(1) (c), The Public Contracts Regulations 2015 (PCR), the conditions of which are set out in Section 3.2.12 below, and/or to have informed Cabinet of the delay in the procurement timetable.
- 1.3 An extension is requested to provide sufficient time to design and deliver a new substance misuse treatment and recovery service model. This will be aligned to the new national strategy: *From harm to hope: a 10-year drugs plan to cut crime and save lives*, published in December 2021 (to be referred as the national drugs strategy for the remainder of this report). Further guidance on the strategy is expected to be published early next year.

## Recommendations:

Cabinet is recommended to:

- 1 Approve the extension of the existing contract to Turning Point for Provision of Substance Misuse Recovery Services to the maximum value of £864,000, and to Farnham Road GP Practice for Shared Care Provision and Clinical services for adults with substance misuse (Farnham Road) to the maximum value of £256,000, giving a combined maximum value of £1,120,000 to cover the period 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023.
- 2 Delegate authority to the Executive Director for People – Adults, in consultation with the Lead Member for Social Care and Public Health, to enter contract documentation for the extension.
- 3 Note that following further details regarding the national drugs strategy, a report will be brought back to Cabinet for Spring 2022 for a decision to commence procurement (this is dependent upon the timely publication of further details from the drug strategy, the Cabinet date is subject to revision).

## Reason:

To enable the extension of contracts for the provision of the relevant services to cover the period until new competitively procured contracts are awarded. This will allow for continuity of service to vulnerable residents over the extension period and ensure alignment with the new national drugs strategy.

## Comments of Commissioners:

*“Commissioners note that notwithstanding the circumstances, officers failed to comply with the Council’s financial and contract requirements in a timely manner. Ensuring understanding and securing compliance with these processes will need to be a component of the Council’s Improvement and Recovery Plan in response to the Directions currently being prepared.”*

## 2 Report

### Introductory paragraph

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

#### Slough Health and Wellbeing Strategy

Priority One – Starting Well

Priority Two – Integration

#### Slough 2040 Plan

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

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

#### Slough Five Year Plan

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

Substance misuse remains a significant issue in Slough and has far reaching consequences on quality of life for both substance misusers and their families, this can lead to increased demand on Social Care (Children, Adults Mental Health), policing and housing. The impact of substance misuse can increase the burden upon hospital admissions, mortality, and crime levels across the Borough. When accessing treatment, evidence shows that people are less likely to engage in using illegal drugs, commit less crime, have improved health and quality of life outcomes; this has wider benefits within the health and social economy, perceptions of safety and quality of life.

## **Options considered**

**Do not extend and let the contracts expire:** The option to do nothing and let the contracts expire is not recommended given the functions performed by the contracted services and the national drug strategy commitment to reduce harms and improve outcomes. The service would stop, potentially increasing the harms caused by substance misuse and a long-term negative impact on the social, economic and wellbeing of the local Slough population.

**Procure earlier and with a reduced contract extension period** - a short term extension of less than one year allows for compliance with the Councils own procedural rules earlier. However, there are a few factors which must be considered which may impact timelines for procurement.

- Capacity is reduced within the Department coupled with increased workload due to the pandemic response,
- Additional financial resources are expected from 2022/2023 to help deliver the new national drugs strategy; a consultation is expected to take place to develop a funding formula, the exact date is not known, and this will impact key deliverables to be outlined in the specification,
- New national commissioning quality standard is expected to be published in March 2022, which provides insufficient time to undertake a full procurement exercise (stakeholder consultation, market engagement, publication of procurement documents and mobilisation of a new contract) if the contract extension is less than one year.

## **Extend with a significantly reduced service provision for substance misuse treatment services**

– Not recommended as given early indications from the new national drugs strategy and may impact potential future investment. A reduced substance misuse treatment service may negatively impact local communities and create wider challenges for the long-term health and social wellbeing for substance misusers and their families. Any changes to the current provision could create high level risks for individuals which will impact families and then communities. It is important to retain a drug treatment service as this is essential to prevent the harm caused by substance misuse – this includes

- Prevention of drug-related deaths,
- Increase levels in blood borne viruses
- Increase burden on health and social care
- Increase drug driven crime (acquisitive)
- Increase in violent crime relating to substance misuse.

Substance misuse treatment services are funded through the Public Health grant, the services will be designed to deliver efficiencies whilst minimising associated harms. The new national drugs strategy which will provide additional investment (£780m over three years allocated between local authorities) to prevent drug misuse deaths, increase

treatment places and increase the number in recovery will allow us to review our current and future offer to support local residents.

**Extend for a one-year period to allow sufficient time to consider the impact of the national drugs strategy, the funding allocation and commission services that deliver value for money and good outcomes:** It is vital the Council initiates procurement activity to comply with legislation, its own procedural rules and achieve financial stability. A short-term one year extension will allow for the People Strategy and Commissioning service to ensure service continuity whilst providing sufficient time to design and deliver commissioning and procurement strategies. This also ensures the Council is compliant with its own contract procedure rules. Interim measures through contract extensions are recommended to ensure service continuity.

This is the recommended option

There is no identified reasonable alternative, apart from contract extension for a term sufficient to maintain continuity of service until the new contracts are awarded and mobilised, whilst taking account of the change in national strategy.

## **Background**

- 2.1 Public Health England 2021/22 Drug Information Pack estimates that the number of opiates and/or crack cocaine users in Slough to be 1284, and this ranks Slough with one of the highest levels of opiates and/or crack cocaine use amongst people aged 15-64 years in the Southeast.
- 2.2 Local data taken from the National Drug Treatment Monitoring System (NDTMS) shows an increase in the number of clients aged 50+ over the last 5 years; from 19% 2015/16 to 23% in 2019/20 across all substances, there is a pattern of an ageing substance misusing population – an ageing population with significant health and social care needs. 64% of adults seeking treatment are related to opiates, which remains the largest substance group.
- 2.3 Based on the Office for National Statistics ('ONS') mid-year population estimates, the proportion of people in Slough who are dependent on opiates and/or crack cocaine or alcohol who are not in the treatment system was 69.2% in 2016/17. This figure stands at 53.9% nationally, evidencing the need for continued investment in substance misuse treatment.  
(<https://publichealthmatters.blog.gov.uk/2016/07/25/tools-for-assessing-value-for-money-for-alcohol-and-drug-treatment/>)
- 2.4 The estimated unmet need rate for 2018/19 shows that 86.1% dependent drinkers were not in treatment in Slough, compared to 82.3% regionally and 82.4% nationally. The local estimate is 1,266 users, compared to 486,426 nationally  
(<https://www.ndtms.net/ValueForMoney.aspx>).
- 2.5 The evidence shows us that alcohol and drug treatment provides value for money. Treatment is associated with immediate and long-term savings to the public purse, e.g., every £1 spent on drug treatment, saves £2.50 for tax payers in reducing the cost of crime, health and social care. This is a service based on prevention and reducing harm. The long-term effects of having a service like this will promote healthy and positive lifestyle choices.  
(<https://www.ndtms.net/ValueForMoney.aspx>).

2.6 It is estimated nationally that the costs associated with illicit drug use exceeds £19 billion per year. Drug-related crime is the main driver of these costs, making up nearly half. The harms from drug-related deaths and homicides make up the next largest cost. Expenditure on drug treatment and prevention is only a small proportion of the total costs. The estimated costs per year associated with drug use are:

- £9.3 billion for crime and the criminal justice system
- £6.3 billion for drug related deaths
- £1 billion for adult family and carers of drug users
- £0.7 billion for enforcement
- £0.6 billion for children's social care
- £0.6 billion for drug treatment and prevention
- £0.9 billion for other costs (including social care, drug-driving, drug-related secondary care, prison treatment)

(Source 2021 Dame Carol Black's independent review of drugs: prevention, treatment and recovery)

2.7 The key aims for the current services commissioned by the Council are to minimise the social and health related harms associated with substance misuse and increase positive outcomes within an effective treatment service. This is directly linked to the Public Health grant conditions for substance misuse treatment and supports the priorities outlined in the National Drug Strategy and Public Health Outcome Framework. These are:

- Protecting communities through robust enforcement to tackle drug supply, drug-related crime and anti-social behaviour.
- Preventing harm to children, young people and families affected by drug misuse
- Delivering new approaches to drug treatment and social re-integration
- Public information

2.8 The provision for Substance Misuse and Recovery Services was commissioned during 2016, and went live 1<sup>st</sup> April 2017, for a period of 3 years plus 1 plus 1 with Turning Point. The extension clause was exercised by the Council, with an expiration date of 31<sup>st</sup> March 2022.

The provision for Shared Care Provision, and Clinical Services for adults with substance misuse issues was recommissioned and went live 1<sup>st</sup> April 2020, with Farnham Road Practice with an expiration date of 31<sup>st</sup> March 2022.

The scope of services is outlined below:

2.8.1 Turning Point Substance Misuse Treatment and Recovery Service:

- Referral, assessment and treatment: provision of a comprehensive treatment pathway, including but not limited to; referrals, medical interventions and clinics, Blood Borne Virus screening, assessment and audits, safeguarding children and adults, family support, detox and rehab placements, Naloxone, young people service/under 18's, recovery support, probation assessments, custody referrals, group sessions, outreach including night reach to keep Slough's streets safe, referrals to counselling, criminal justice clients on court orders, aftercare.
- Prevention: multi-agency onward referrals for domestic abuse, mental health, prison visits, probation, safeguarding where appropriate, as well as outreach and

night reach services to engage substance users not accessing the service. Counselling and aftercare signposting, step down provisions is also made. To ensure successful outcomes employment and housing support is provided and on-going peer support to avoid re-entry into the system.

- Education: Joint multiagency working to highlight harms of substance misuse, liaison with schools and at-risk groups. Meetings with Social Services for children protection, child in need and looked after children's cases take place to ensure a coordinated approach. Drug awareness sessions are held at regular events to increase access and reduce the harm.

For the contract extension period, it is proposed the model stays the same, with the following deliverables:

- High levels of successful completions from treatment – top quartile performance (8% opiates, 40% non-opiates, alcohol)
- Planned successful discharges from the service (top quartile performance - under18 40%, 22.5% Adults)
- High levels of non-representations to treatment - top quartile performance (25% opiates, 7.5% alcohol/non-opiates)
- Low levels of Drug Related Deaths and service users dying prematurely.
- Increased support and access for residential rehab/community detox following successful – 8 per annum
- Increase in the number of people in the criminal justice system who will engage with the Recovery Service, successfully complete and do not represent within the following 6 months – 100% assessments offered for prison/probation referrals.
- Families of substance users supported to build resilience and reduce the associated harms from substance use/misuse. Per quarter - 40 key work meetings, 40 professional meetings, active caseload of 30.
- Early preventative work with local agencies by delivering and alcohol awareness sessions. 60 sessions delivered per quarter.
- Use of technological solutions to deliver treatment to undertake self-assessment and interventions to promote independence (new baseline to be established)
- Screening for underlying mental health issues and, in turn, increasing access/referrals to mental health services. (75% of screening and referrals for onward interventions)
- Offer and acceptance for Hep C, and Hep B vaccination – top quartile performance, this figure is subject to change given the relatively low numbers, top quartile data is published quarterly by National Drug Treatment Monitoring Service (NDTMS)

2.8.2 The service is subject to robust contract monitoring and data is benchmarked against national quartiles via NDTMS, in addition to the targets above, the Department monitor a wide range of activity and outputs, below is a summary of these outputs and recent successes from Turning Point:

- 638 key worker sessions were completed during quarter 2, 2021/22, which has led to an increase in medical reviews (352), increased uptake in hepatitis B vaccinations (38%) and for hepatitis C (40%), which are above national averages.



- 100% clients engaged on a structured programme are accessing psychosocial & recovery support interventions; which increases the likelihood of engagement and better outcomes.
- Multi-agency working with Community Mental Health Team to discuss cases and improving relationships with Mental Health Crisis Resolution and Home Treatment Service, Safeguarding and the Police.
- Delivering drug and alcohol awareness training to pharmacies. Positive partnerships with probation and social services and providing training and awareness sessions to improve the quality of referrals.
- Improving successful completions and ensuring all clients are being monitored closely to follow the treatment pathways. During Quarter 2, 2021/22, the number of successful completions was equal to 43; this was across the range for alcohol, opiates and non-opiates clients.
- Providing follow up calls to clients for aftercare when a client has been closed as successful. Offering support and guidance if needed, promoting the peer mentor scheme, and gaining updates on their progress.
- Facilitating peer led groups in different languages to target diverse communities i.e., the service has a Polish worker who facilitates a Polish Alcohol Group. 58 peer led group sessions were facilitated during quarter 2, 2021/22.
- Work closely with the coroner's office to obtain information on client causes of deaths, any inquests due and outcomes to improve monitoring processes and in turn improve quality of care through any lessons learnt.
- Joint working with Farnham Road Practice to review clients on supervised consumption, provide training and update pharmacy protocols.
- Quality assurance processes to review good practice, areas for improvements and agree a joint approach to difficult and challenging clients with very positive outcomes.

### 2.8.3 Farnham Road Shared Care

- Clinical intervention: this is a niche and specialised provision delivering direct clinical time and prescribing to those who require substance misuse treatment; this includes medical reviews, prescribing of drugs to aid recovery and professional meetings with other health and social care practitioners.
- Psychiatry: clinical sessions for service users with identified mental health needs that do not meet the threshold.
- Training: training other GPs to achieve the Registered Care for General Practitioners for the Management of Drug Misuse

For the contract extension, it is proposed the model stays the same, with the following key deliverables:

- Deliver effective pharmacological interventions to substance misusers in line with best practice - 29 clinics per month, 435 appointments
- Ensure that the Service User fully understands the treatment process relating to the pharmacological intervention as part of their overall treatment plan - 100%

- Work in partnership with the recovery workers to ensure that the pharmacological component is complementary of their recovery focused care plan - 100%
- In partnership with the support provider, undertake regular reviews of the pharmacological intervention to ensure that they are receiving an effective intervention as part of their overall care plan - 100%
- Work in compliance with clinical governance and pharmacological good practice <38% daily supervised consumption
- Work in partnership with the support service to increase the uptake of Blood Borne virus interventions including commencing and completing Hepatitis B vaccinations - to be top quartile performance

2.8.4 The service is subject to robust contract monitoring , in addition to the targets above, the Department monitor a wide range of activity and outputs, below is a summary of these outputs and recent successes from Farnham Road Practice include:

- As at quarter 2 2021/22, the provider has increased face to face referrals as part of its recovery programme and has delivered over 90 clinical sessions or 1400 appointments.
- Introduction of 2 psychiatry clinics a month and arrangements to see up to 6 patients per session. During quarter 2, 2021/22, the number of appointments offered were equal to 33, with 7 new assessments and 11 client reviews.
- Communication with the General Practitioner and other agencies involved is critically important. Comprehensive letters are written to the General Practitioner with advice for treatment. Usually there is correspondence and telephone enquiries outside normal clinic times which the psychiatrist is happy to address.
- The Psychiatry clinic is continuing to see challenging clients i.e., with a physical disabilities, and who are not seen in mental health services.
- The provider is responsible for moving patients to Buvidal whenever appropriate. Buvidal is used to treat opioid dependence for heroin, usually given once a month. During quarter 2, 2021/22, a further 9 clients were moved to Buvidal indicating progression in their treatment journey/ reducing risks of missed appointments.
- Focussed on transferring patients from generic Buprenorphine to Espranor. Farnham Road Practice have worked with Turning Point to advise pharmacies of the switch date and with patients to explain the change.
- Due to Covid-19, the clinicians have switched to remote consultation and this has been successful; patients adapted quickly to having telephone consultations and many have reportedly found it easier because they have not had to come to the service for their consultation.

#### Pressures caused by Covid 19 pandemic

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

This included:

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

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

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

To ensure service continuity whilst providing sufficient time to design and deliver commissioning and procurement strategies, it is necessary to seek authority to award, without competition, contracts to current providers for a duration sufficient only to allow these procurement activities to be completed.

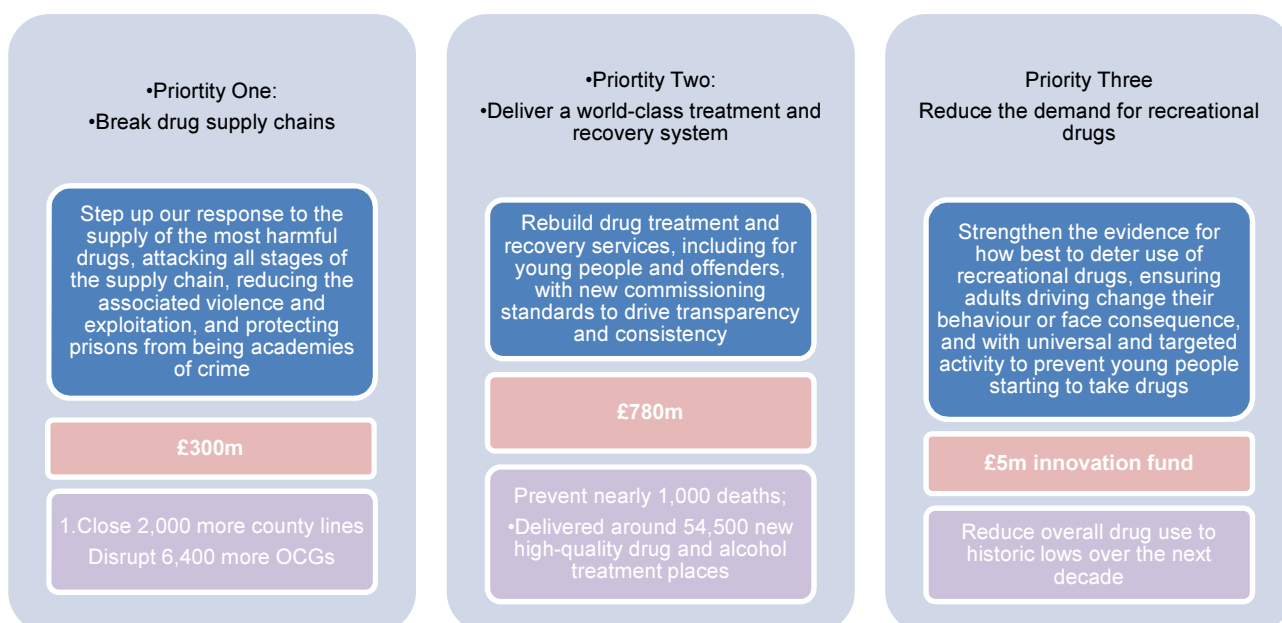
2.10 The primary reason for contract extension is as follows:

- To ensure compliance with the new national drug strategy and allow sufficient time to develop a multi-agency drugs and crime strategy, a needs assessment outlining the commissioning priority and model.
- To provide sufficient time to assess and benchmark current services against the newly developed commissioning quality standards to be published in March 2022.
- Many providers have been operating remotely, therefore service user consultation to co-produce services has been impacted.
- Many providers responding to the pandemic were not able to take on additional workload pressures and respond to a tender. There was a risk that competition would have been restricted leaving the Council unable to demonstrate best value.
- The work generated due to the pandemic meant the People Strategy and Commissioning service have limited opportunity to focus on strategic commissioning activities.
- There has been a loss of capacity due to some staff leaving the organisation as a result of the council-wide restructure.

2.11 The necessary work will be undertaken during the contract extension period to design a suitable commissioning approach and to develop service models that are aligned to the national drugs strategy.

Implications of the new national drugs strategy and implications for the commissioning timetable and model

2.12 The ten-year plan sets out how public services will work together to tackle illegal drug use – reducing crime, saving lives, and challenging recreational drug use. The strategy outlines a shared responsibility for creating a safer, healthier and more productive society. The strategy recognises the impact of substance misuse on families, communities fuelling violence and acquisitive crime as well as acknowledging co-existence with other health disparities, like poor mental health and homelessness. An overview of the three priorities identified in the plan is presented below:



Source: Office of Health Inequalities and Disparities, presentation to the South East Substance Misuse Network, Wednesday 8<sup>th</sup> December 2021.

Key – Describes how the priority strategy will be met  
 Additional resource over 3 years to meet the priority  
 Target for the priority

2.13 Implications for the substance misuse and treatment service

- Office of Health Inequalities and Disparities (OHID) is to produce a new national **commissioning quality standard** by March 2022. It is important that the local authority commissions an aligned model, this may mean significant changes to the model and specification. Earlier indications outline the need for:
  - rebuilding commissioned substance misuse services, improving quality, capacity and outcomes
  - rebuilding the professional workforce – develop and deliver a comprehensive substance misuse workforce strategy
  - ensuring better integration of services – making sure that people’s physical and mental health needs are addressed to reduce harm and support recovery.

- improving access to accommodation alongside treatment – access to quality treatment for everyone sleeping rough, and better support for accessing and maintaining secure and safe housing
  - increasing referrals into treatment in the criminal justice system – specialist drug workers to support treatment requirements as part of community sentences so offenders engage in drug treatment
  - keeping prisoners engaged in treatment after release – improved engagement of people before they leave prison and better continuity of care into the community
- The financial envelope for the commissioned services is subject to change given the additional ring fence funds from 2022/23, however local authorities must maintain their existing investment in drug and alcohol treatment in 2022-23 and beyond.
  - The plan also requires local areas to have strong multi-agency partnership arrangements for meeting all three priorities in the plan; this requires a new partnership board and structure.
  - A key task will be to **conduct a joint need assessment** and use this to agree **a local drug strategy and action plan**. There is a requirement to publish an action plan and for this plan to inform the commissioning priorities

To comply with the new strategy, People Strategy and Commissioning in partnership with the Public Health service must assess the impact of the national drugs strategy and embed new partnership arrangements to agree commissioned services, allocations for additional resources in line with increased investment. In addition both services will develop a multi-agency partnership to agree a local drug strategy and action plan with local health, probation, police and provider services.

Plans to procure a new substance misuse treatment and recovery service from April 2023  
\*subject to any changes in the conditions above

#### 1.17 Stakeholder Engagement March 2022 – May 2022\*

- Consultation with Lead Member of Social Care and Public Health, Executive Director People Adults to inform the development of the model
- Consultation with service users and stakeholders to inform development of the model
- Wider public consultation - to understand future expectations and needs from the public to inform the specification and funding model
- Stakeholder engagement/Pre-procurement Provider Engagement Event to inform design, outcomes and outputs.

#### 1.1.8 Development of specification, draft contract, model and funding options March 2022 – June 2022

- Publication of new commissioning quality standard by March 2022 from OHID
- Benchmarking of price, anticipated future demand and complexity of service users
- Options appraisal for the specification and funding model based on consultation and best value assessment to be produced
- April/May 2022 People Scrutiny and June 2022 Cabinet approvals for the model and to commence procurement

## Indicative Procurement Timeline

<b>Event</b>	<b>Date</b>
ITT issued on SE Shared Services E-portal (restricted due to use of DPS) <ul style="list-style-type: none"> <li>• <i>Specification detailing skills, knowledge and competency requirements</i></li> <li>• <i>Draft contract outlining terms and conditions</i></li> <li>• <i>Evaluation criteria</i></li> <li>• <i>Performance workbook detailing key outputs, and outcomes</i></li> </ul>	July 2022
Deadline for receipt of clarifications ( <i>about 10 days after issuing tender</i> )	July 2022
Target date for responses to clarifications ( <i>About 5 days after above deadline</i> )	August 2022
Deadline for receipt of Tenders ( <i>it must be on the portal for 30 days minimum from date of issue</i> )	August 2022
Evaluation of Tenders	September 2022
Presentations – if appropriate	September 2022
Prepare and approve Tender evaluation Report (TER)	October 2022
TER approval from Cabinet and subsequently the Procurement Review Board	November 2022
Notification of contract award decision	November 2022
"Standstill" period <i>10 days of award notification</i>	November-December 2022
Confirm contract award (subject to no challenges)	December 2022
Contract start and start of mobilisation period, including provider consultation and possible handover, service user reviews and TUPE (transfer of undertakings (protection of employment)). Contract signed with agreed start date	December 2022 – March 2023

### 3. Implications of the Recommendation

#### 3.1 Financial implications

The Turning Point Substance Misuse Treatment and Recovery Service contract was awarded for a 5-year period and commenced on the 1st April 2017. The provision of drug and alcohol treatment services is defined as one of the “grant conditions” of the Public Health Grant.

3.1.2 The services are subject to robust contract monitoring processes, following evidence of satisfactory performance and budget availability, the option to extend the contract by a further 2 years until 31<sup>st</sup> March 2022 was exercised in 2020.

3.1.3 Adult Substance Recovery Service provision is a mandated service in the Public Health Grant conditions. £1m has been apportioned out of the £7.65m Public Health grant allocation to fund the contract extension.

3.1.4 In line with current processes, all activities undergo thorough financial and regulatory checks to ensure efficiencies in plans and value for money with the contract extension. People, Strategy and Commissioning Service is in liaison with the current Providers to deliver efficiencies of up to 15% of the contractual value for the extension period. Options are being explored including changes to prescribing, frontline delivery and overhead costs. Analysis will be undertaken to assess the impact before changes to the service are made. This will continue with the re-procurement to identify further options for efficiencies and best value.

#### 3.2 Legal implications

3.2.1 Section 12 of the Health and Social Care Act 2012 introduced a new duty at Section 2B of the NHS Act 2006 Act for all upper-tier and unitary local authorities in England to take appropriate steps to improve the health of the people who live in their areas. In general terms, the Act confers on local authorities the function of improving public health and gives local authorities considerable scope to determine what actions it will take in pursuit of that general function. Addressing substance misuse and treatment is not in itself statutory prescribed.

3.2.2 The Health and Social Care Act 2012 introduced duties for Health and Wellbeing Boards in relation to JSNAs- Joint Strategic Needs Assessments. The purpose of JSNAs is to improve the health and wellbeing of the local population and reduce health inequalities. A product of the JSNA, is the evidence-based priorities for commissioning, that will improve outcomes for the local population, reduce health inequalities and address the wider determinants of poor health. Guidance regulating funding through the ring fenced Public Health Grant is provided in the circular ‘Public Health Ring Fenced Grant 2021-2022, local authority circular ‘<https://www.gov.uk/government/publications/public-health-grants-to-local-authorities-2021-to-2022/public-health-ring-fenced-grant-2021-to-2022-local-authority-circular#conditions>

The circular contains the following condition:

**A local authority must, in using the grant: have regard to the need to improve the take up of, and outcomes from, its drug and alcohol misuse treatment**

**services, based on an assessment of local need and a plan which has been developed with local health and criminal justice partners.**

- 3.2.3 Regulation 72(1) (c) of the Public Contracts Regulations 2015 (PCR), allows contracts to be modified without a new procurement where all of the following conditions are fulfilled:
- i. the need for the modification has been brought about by circumstances which a diligent contracting authority could not have foreseen (i.e. caused by the COVID-19 pandemic);
  - ii. the modification does not alter the overall nature of the contract (no significant changes have been made to the nature of any of extensions);
  - iii. the increase in price does not exceed 50% of the value of the original contract.

The need for modification has been brought about by circumstances that were not foreseen by the People Strategy and Commissioning Team, the covid-19 pandemic that has influenced the commissioning plan, as set out in this report. The contract being extended remains as tendered and the extended value does not exceed 50% of the value of the original contract therefore, it can be extended compliantly in line with Regulation 72 (1) C of the PCR.

- 3.2.4 Substance misuse treatment and recovery services are a critical part of the national drugs strategy. Delivering world-class treatment and recovery services and achieving a shift in the demand for recreational drugs are 2 of the 3 strategic priorities. In relation to treatment and recovery services, the Government has set a target of March 2022 to develop a national commissioning quality standard to increase transparency, ensure consistency, promote effective joint-working, enhance improvement support and accountability. The standard is intended to set out the full range of treatment and recovery interventions that local areas should provide for their population based on an assessment of need, including having due regard to the public sector quality duty and meeting the needs of different demographics.

The national drugs strategy refers to the needs of young people, who will often have complex needs involving poor mental health and self-harm and have sometimes experienced criminal or sexual exploitation. This requires a combination of specialist treatment and wider health, and social care services and support should be available to the wider family.

- 3.2.5 The strategy recognises the need for more integrated services, including the need to improve access to treatment and support for adults experiencing multiple disadvantages, including combinations of homelessness, addiction, mental ill health, domestic abuse and contact with the criminal justice system. The strategy refers to the need to break the cycle of homelessness and addiction and the importance of a secure home to effective recovery.
- 3.2.6 Additional funding provided under the strategy is expected to be used to make sure that peer-based recovery support services and communities of recovery are linked to and embedded in every drug treatment system.
- 3.2.7 There is an expectation that local areas will have effective partnerships proactively overseeing the implementation of all three strategic priorities of the national drugs strategy. Local partnerships should conduct a joint needs assessment through the review of local drug data and evidence and use this to agree a local drugs strategy and action plan, including developing data recording and sharing. Existing structures such as community safety partnerships, health and wellbeing boards or



integrated care partnerships can be utilised where the membership and principles of joined-up, outcome focused working are in place.

3.2.8 The procurement exercise when the service is retendered, will be subject to and conducted in accordance with the Public Contracts Regulations 2015, and the Council's Contract Procurement Rules. The value of the contract is likely to exceed the current threshold for the light touch regime, which this service will fall under and the rules of the light touch regime as specified by the PCR must be adhered to.

3.2.9 The new procurement exercise will also be subject to the procurement principles of equal treatment, fairness and non-discrimination.

### 3.3 Risk management implications

3.3.1. Overall, the risks can be themed as follows

- Capacity – limited capacity within the department due to ongoing demands arising from the continued pandemic.
- Challenge - there is a small risk of challenge for services extended through a contract extension; although arguably the extension is to allow for the council to follow a competitive and transparent procurement process. The contract extension shall provision for early termination if a fresh procurement becomes necessary.
- Withdrawal from the Providers due to lack of contract – to be mitigated through the contract extension.

### 3.4 Environmental implications

3.4.1 None

### 3.5 Equality implications

3.5.1 Equalities Impact Assessment is attached, the People Strategy and Commissioning Service will work with current providers to agree variations to the service and model to address all relevant equalities requirements. Main areas to target is access for service users, throughput and ongoing support after treatment, the contract extension offers positive implications for key population characteristics within the substance misuse cohort to improve health inequalities relating to accessing mental health treatment, accommodation, and engagement with the criminal justice system.

### 3.6 Procurement implications

3.6.1 Under the Public Contract Regulations 2015 (PCR), many of the contracts to be awarded and extended as set out in this report, will fall under the "light touch" regime. The light touch regime applies to "relevant" services where the total contract value (including extension years) exceeds the higher threshold of £663,540. Relevant services that are allowed under the light touch regime includes health and social care services. (The relevant services are listed in Schedule 3 of the Public Contracts Regulations 2015 (SI 2015/102) and the rules of procedure governing the light touch regime are set out in Regulations 74 to 76 of the PCR).

- 3.2.2 If the contract value of the relevant service is below £663,540, then it is not caught by the PCRs; if the contract value is above the threshold amount of £663,540, the procurement procedural rules under the PCRs applies although these are minimal. A public body can set its own processes, provided the process is competitive, non-discriminatory, and transparent and publication of the proposed competition in the UK's Find a Tender portal, a new requirement in light of the exist of the UK from the European Union.
- 3.2.3 Regulation 72(1) (c) of the Public Contracts Regulations 2015 (PCR), which allows contracts to be modified without a new procurement where all of the following conditions are fulfilled:
- iv. the need for the modification has been brought about by circumstances which a diligent contracting authority could not have foresees (i.e. caused by the COVID-19 pandemic);
  - v. the modification does not alter the overall nature of the contract (no significant changes have been made to the nature of any of extensions);
  - vi. the increase in price does not exceed 50% of the value of the original contract (there have been no increases in price for any of the contracts).

### 3.7 Workforce implications

3.7.1 None

### 3.8 Property implications

3.8.1 None

## **4. Background Papers**

None

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 17<sup>th</sup> January 2022

**SUBJECT:** Procurement of services for integrated care and support of extra care housing

**CHIEF OFFICER:** Alan Sinclair, Executive Director People Adults

**CONTACT OFFICER:** Avtar Maan, Group Manager People Strategy

**WARD(S):** All

**PORTFOLIO:** Cllr Natasa Pantelic, Social Care & Public Health

**KEY DECISION:** YES

**EXEMPT:** NO

**DECISION SUBJECT TO CALL IN:** YES

**APPENDICES:** None

**1 Summary and Recommendations**

- 1.1 The purpose of this report is to seek approval from Cabinet for a two-year contract extension for the provision of Integrated Care and Support in Extra Care, backdated to March 21. The contract is currently being delivered by Creative Support Ltd under implied terms within the previous contract and at the same rates as prior to contract expiry.
- 1.2 Officers acknowledge that procurement activity should have commenced in Spring 2020, but were prevented from doing so due to the significant pressures placed upon providers and officers in responding to the initial and subsequent waves of the COVID-19 pandemic. Nevertheless, it is also acknowledged that permission should have been sought from Cabinet to extend the contract as permitted by Regulation 72(1) (c), The Public Contracts Regulations 2015 (PCR), the conditions of which are set out in Section 3.2.12 below, and/or to have informed Cabinet of the delay in the procurement timetable.
- 1.3 An extension to the current contract with Creative Support Ltd is recommended, to provide sufficient time for the People Strategy and Commissioning Team to design and deliver a new Integrated Care and Support in Extra Care commissioning strategy, including a procurement process.

## Recommendations:

Cabinet is recommended to:

- 1 Approve the extension of the current contract to Creative Support for Integrated Care and Support in Extra Care to the value of £848,200 per annum for a period of two years, this is equal to £1,696,400 (one million, six hundred and ninety-six thousand, four hundred) over two financial to cover the period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2023.
- 2 Agree commencement of a new commissioning process to design a revised model of Integrated Care and Support in Extra Care services.
- 3 Delegate authority to the Executive Director for People (Adults) in consultation with the Lead Member for Social Care and Public Health, to enter contract documentation for the extension and to commence the process for commissioning new services.
- 4 Note that a report will be brought back to Cabinet for a decision on the proposed new model and procurement process, after a report has been presented to People Scrutiny Panel

## Reason:

To seek formal approval from Cabinet to extend the contracts from 1<sup>st</sup> April 2021 for the provision of the relevant services to cover the period until new competitively procured contracts are awarded with the aim of ensuring continuity of service to vulnerable residents in the interim.

To provide authority to design a new model and a competitive procurement process to identify suitable providers to which contracts for the provision of the relevant services can be awarded at best value.

## Comments of Commissioners:

*“Commissioners note that notwithstanding the circumstances, officers failed to comply with the Council’s financial and contract requirements in a timely manner. Ensuring understanding and securing compliance with these processes will need to be a component of the Council’s Improvement and Recovery Plan in response to the Directions currently being prepared.”*

## 2 Report

This report contributes to the Adult Social Care Transformation Plan, and meet the following objectives and priorities:

### Slough 2040 Plan

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

### Slough Five Year Plan

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

Outcome 4 - Our Residents will live in good quality homes

Extra Care increases housing choices for adults with care and support needs and allows for good quality, specialist accommodation options to meet the changing care needs of our population. The provision enables older adults with support and care needs to live independent and healthy lives and contribute to the prevention and early intervention agenda through the development of specialist accommodation options to avoid the need of high-cost residential care and/or high-cost care at home.

### Options considered

Option	Pros	Cons
<p><b>Option 1</b></p> <p>Do not approve contract extension and cease the provision of care and support via the current provider.</p>	<p>No savings would be delivered as the Council would have to provide services in an alternative manner that would be at a significantly higher cost.</p>	<p>Assessed care and support needs of individuals would not be met. This Council must meet the needs outlined in the Care Act and this would be on a case-by-case basis and spot purchasing would likely lead to a more expensive outcome.</p> <p>If residents care needs are not met effectively, there is a risk that residents will need to move to residential care. This would represent an increase in spend to the Council for local authority funded residents. It would also reduce opportunities for individuals to remain independent for longer within their own homes.</p> <p>Any decommissioning of provision would require a reassessment of care needs, which may take time.</p>
<p><b>Option 2</b></p> <p>Agree to extend the contract but for a shorter period and re-commission services in shorter timescale</p>	<p>This option would bring forward the opportunity for competitive tender and potential for securing services at a lower price.</p>	<p>The People Strategy and Commissioning team requires sufficient time to fully review the service model, design service provision and prepare / test the market for tendering opportunities.</p>

		The Omicron wave is placing significant pressure on providers and officers currently – potentially impacting upon the quantity and quality of bids received and the ability of the team to undertake the work within the existing resource.
<p><b>Option 3</b></p> <p>Bring services in house.</p>	<p>Would support continuity of service delivery.</p>	<p>There would be significant resource implications to manage this process.</p> <p>Likely to be more expensive to adopt local authority terms and conditions for staff who are subject to TUPE</p> <p>This option does not align with the Council’s strategic direction and onward Recovery and Renewal planning, nor does it support the aims of the Care Act guidance in relation to the local authority’s role in market shaping and commissioning.</p> <p>There is no expertise in the council to manage and deliver an in-house service</p>
<p><b>Option 4</b></p> <p>To issues a short contract extension, followed by procurement of a 2 year contract as per the existing model, during which time a full review of the model and procurement can take place.</p>	<p>Provides sufficient time to fully review the service model, to design service provision and prepare / test the market for tendering opportunities as well as tender services.</p>	<p>Will place a resource pressure upon the team to manage two, rather than one procurement.</p> <p>Omicron wave is placing significant pressure on providers and officers – potentially impacting upon the quantity and quality of bids received and the ability of the team to undertake the work within the existing resource.</p>

		There is provision within the The Public Contracts Regulations 2015 (PCR) to allow for the proposed 2 year contract extension.
<p><b>Option 5</b></p> <p>Implement contract extension until April 2023, whilst designing a new model and procurement process for re-commissioning services.</p> <p><b>Recommended Option</b></p>	<p>Provides sufficient time to fully review the service model, to design service provision and prepare / test the market for tendering opportunities as well as tender services.</p> <p>Enables service continuity and for individuals care and support needs to continue to be met.</p> <p>Allows for opportunities to assess market conditions.</p> <p>Takes into consideration the impact of the pandemic upon the care sector.</p> <p>Allows for opportunities to benchmark and review different types of extra care support services to identify more efficient and cost-effective service.</p>	<p>Delay to being able to tender for services.</p>

## Background

2.1 Extra Care balances independent living with an enhanced sense of security where service users receive support to manage their tenancies. Essential to this are the following extra care characteristics:

- Purpose-built, accessible design promoting independent living which supports people to age in place.
- Fully self-contained properties with own front doors.
- Secure tenancies or lease arrangements where the service user has full control over who has access to their own home
- Office for use by staff serving the scheme and sometimes the wider community
- Communal spaces and facilities
- Access to planned and unplanned urgent care and support services 24 hours a day, 7 days a week
- Community alarms and other assistive technologies

- Safety and security often built into the design with fob or person-controlled entry<sup>1</sup>

2.2 It should be noted that Extra Care schemes provide a cheaper and more personalised support to adults when compared to residential care settings as the council will only pay for the provision of care and support, the accommodation cost is the responsibility of the tenant. Tenancy or purchasing of extra care properties are paid directly by the service user to the Landlord. This includes additional charges relating to maintenance, communal facilities, and support as described in the tenancy agreement. Where affordability is a barrier, this is often funded via housing benefits claims and/or council tax reductions.

2.3 Slough Extra Care Schemes: Since 2008, there have been two Extra Care Housing Schemes in Slough; 56 properties at Northampton Place and 70 properties at The Pines.

- 1 Northampton Place are designed with 47 one-bedroom and 9 two-bedroom self-contained properties. 10 of the 56 properties are sold on a shared ownership with the rest being available for rent.
- 2 The Pines are designed with 55 one-bedroom and 15 two-bedroom self-contained properties. 17 of the 70 properties are sold on a shared ownership with the rest being available for rent.

Under the shared ownership scheme, eligible applicants must buy 75% share of the property, with the Landlord Anchor/Hanover, retaining the remaining 25% share in the property.

2.4 Eligibility: Applicants must be 55 years or older, with care and support needs, and have a local connection to the area. For either setting, the applicant must make an application on the housing register to rent an extra care property or register with the Council for shared ownership. The Council have the nomination rights to 99 properties from 126 properties, with the remaining properties being purchased under a shared ownership arrangement. Applications are assessed for suitability by the Housing Panel; this is a joint Adult Social Care, Housing Allocations, care operator, and housing operator panel that reviews and agrees applications to the schemes from adult social care and housing allocations

2.5 The Council and Anchor Hanover operate under a partnership nominations agreement, this sets out the process for assessing applications, the eligibility criteria for extra care, the level of need within the extra care setting as well as roles and responsibilities for both organisations. Under the nominations agreement Anchor Hanover provide the housing management service and the Council is responsible for providing care and support for planned care, unplanned care and responding to urgent needs. Care and support were initially provided internally by the council; this was transferred in 2016 under a competitive tender process to Creative Support Ltd; whilst there are two service provisions in place with Creative Support Ltd and Anchor Hanover, the service operates as one.

2.6 Housing Management Support: this is provided by the landlord, Anchor Hanover and is responsible for the provision of cleaning, maintenance, and catering services. The

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<sup>1</sup> Housing Learning & Improvement Network Fact Sheet 1- Extra Care What Is it? 2015



cost towards these services is covered by the tenancy agreement or service charges for those with a shared ownership lease. Anchor Hanover is contracted by the council to provide practical support to residents such as helping them to make GP/Dentist/Optician's appointments, to help with correspondence, housing and other benefit claims, support to access the restaurant, communal activities etc. These services are provided under the councils Care Act 2014 responsibilities arising from prevention, delay and addressing isolation. The local authority contributes £9.21 per week per nomination (maximum of £48,000 per annum) towards this service. At present, the local authority has not passed the cost of this service to tenants or leaseholders. As part of the service redesign and consultation, a report outlining the various options will be presented to Cabinet to either exit from this arrangement or to reduce the costs.

2.7 Provision of Care and Support: this is provided by Creative Support Ltd; the level of support is dependent upon the identified assessed and eligible needs under the Care Act 2014 and how this will be met is described in a personalised support plan. The type of support will vary to include personal care, healthcare, reablement, support with nutrition, administration of medication, etc.

2.8 Creative Support Ltd provides a care and support service and has an on-site presence 24 hours 7 days a week. Provision of planned care is provided between core hours of 7am – 11pm. Outside of these hours Creative Support will respond to any additional needs (unplanned and urgent care). Home care is currently commissioned in 30-minute blocks in the community; however, it is expected that care can be provided in an extra care setting that is more flexible given the availability of on-site staff. This should enable the provider to deliver the care planned hours more efficiently and to provide a cost-effective solution when compared to alternatives such as domiciliary care (not in extra care facility) and care home placements. These differences are due to the reduced financial commitment for social care to fund accommodation costs and ancillary expenses relating to food, utility, cleaning, catering services. See Table below

Average Care Home costs (24/7)	Average Domiciliary Care package – (most daytime only)	Average Extra Care Properties Costs per flat (24/7)
£946 per week	£344 per week	£137 per week
£49,324 per annum	£17,936 per annum	£7,143 per annum
126 properties equivalent = £6,215,000 per annum	126 properties equivalent = £2,260,000 per annum	126 properties development equivalent = £900k per annum

Please note the following caveats to the above table

- The figures above are based on the average cost of care for the Council and are reflective of local market conditions. Costs can vary and are dependent upon assessed needs and eligibility, with service users in receipt of personalised care and support ranging from 7 hours per week to 56 hours per week (domiciliary care), and for care homes, costs will vary from £850 per week to £1500 per week. The table above is a calculation of averages.
- Regardless of the environment (extra care, residential or a care home) individual needs will vary, averages are used for the sake of comparisons, however there will be fluctuations in individual circumstances.

Some of the differences between the comparisons for residential care and extra care costs are due to the reduced financial commitment for the council to fund accommodation costs and ancillary expenses relating to food, utility, cleaning,

catering services that need to be met in residential care and do not need to be met in extra care. These costs are instead transferred to rental charges, service charges and the individual's own income inclusive of any supporting benefits the individuals can claim such as Council Tax Benefit, Housing Benefit and other personal pensions and benefits.

### Pressures caused by Covid 19 pandemic

- 2.9 Creative Support Ltd have responded well to the challenges arising from the pandemic and implemented stringent infection control procedures, cohorting of staff and residents in line with central government guidelines. As a result, the number of COVID 19 instances have been low. The service also complied with the visiting guidelines, PPE and testing controls and used additional funds arising from the Infection Control Grant in line with the conditions outlined by the central government grant.
- 2.10 The People, Strategy and Commissioning service has been instrumental in the wider partnership pandemic response, across East Berkshire and swiftly switched from strategic commissioning to operational activities to:
- Support the health and social care market.
  - Steer and guide care homes, home care and supported living providers on infection control, policies on testing, workforce, cohorting, visiting, and admissions.
  - Coordinate vaccination for frontline social care workers, carers and for specialist schools.
  - Provide data, intelligence to weekly SLOMP (Slough Local Outbreak Management Plan) and East Berkshire Care Governance.
  - Support and advice to providers, carers and personal assistants on issues of vaccine hesitancy.
  - Coordinate and publish the Slough Winter Plan, in partnership with care homes, home care services, health, and the co-production network.
  - Coordinate of discharge to assess across Slough and East Berkshire.
  - Increase access by moving to 7 days 8am to 8pm service provision to enable hospital discharge, cover to out of hour duty.
  - Facilitate block contracts with care homes on behalf of the Clinical Commissioning Group, identification of Designated Care Home setting.
  - Oversee the purchasing and distribution of PPE equipment.
  - Ensure timely distribution, monitoring and administration of specific covid grants.

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

The response to the pandemic meant that the timetable of commissioning activities was not sustainable. The work plan is being reset to embed learning from the pandemic to meet the care and support needs of the community as efficiently as possible.

### Key milestones to develop a revised model and procure new integrated care and support service

- 2.11 The domiciliary care market is still affected by staff shortages due to Brexit and the COVID19 Pandemic and we are in what appears to be an ongoing winter pressures period; therefore, it remains an unsuitable time currently to retender. Work on

designing a new model and re-commissioning of provision will recommence from March 2022 with a service review, prior to developing a specification and market engagement. A service user consultation will take place in March 2022 to help with the specification development. An indicative commissioning and timetable is shown below.

- 2.12 The timetable shown is subject to further conditions placed upon health and social care providers on the covid management of infection control, service user access, visiting and safety. In the event of new restrictions, a further report will be presented to Cabinet to update on the impact of the procurement process.
- 2.13 In 2016, the Council set up a Dynamic Purchasing System (DPS) for a care and support services in the persons own home for service users who have eligible and assessed needs under the Care Act 2014. This includes several housing options such as supported living, owner occupied, social housing and extra care schemes. The DPS allows the Council to add new commissioning opportunities during its lifetime and to contract new services through a mini competition for care providers to apply for the contracts to manage services. There are currently 160 providers registered to bid for call-off Contracts on the DPS, for care and support and will allow the Council to consider different service delivery options, such as multiple providers in the local areas versus one lead provider.
- 2.14 Stakeholder Engagement March 2022 – April 2022\* *Subject to change in light of national guidance for visits in extra care during anticipated increase in prevalence of Omicron variant.*
- Consultation with the Lead Member for Social Care and Public Health and Executive Director Adults to inform the development of the model.
  - Consultation with tenants for the 2 extra care housing schemes (Pines and Northampton) to be informed of potential change to the on-site provider and how their involvement in the process will help design the future provider's specification
  - Consultation to be undertaken for the two service areas
    - Provision of care and support – presentation of various models of service
    - Changes to the Housing Management Service; to reduce local authority funding and assess the impact of exit from this arrangement
  - Wider public consultation - to understand future expectations and needs from the public to inform the specification and funding model
  - Stakeholder engagement/Pre-procurement Provider Engagement Event to inform design, outcomes and outputs.
- 2.14.1 Development of specification, draft contract, model and funding options February 2022 – June 2022
- Research of extra care models
  - Benchmarking of price, anticipated future demand and complexity of service users
  - Options appraisal for the specification and funding model based on consultation and best value assessment to be produced
  - May 2022 People Scrutiny and July 2022 Cabinet approvals sought on the following
    - Options for extra care integrated care and support model to be presented with a recommended approach

- Request to approve commencement of procurement based on the model agreed.
- Approval of the procurement route – Dynamic Purchasing System or Open Competition

## 2.15 Indicative Procurement timeline

<b>Event</b>	<b>Date</b>
Procurement Intention Notice to attract new suppliers to register with the DPS and engagement with various stakeholders	February 2022
Cabinet authority on proposed model and authority to comment procurement	June 2022
ITT issued on SE Shared Services E-portal (restricted due to use of DPS) <ul style="list-style-type: none"> <li>• <i>Specification detailing skills, knowledge and competency requirements</i></li> <li>• <i>Draft contract outlining terms and conditions</i></li> <li>• <i>Evaluation criteria</i></li> <li>• <i>Performance workbook detailing key outputs, and outcomes</i></li> </ul>	August 2022
Deadline for receipt of clarifications ( <i>about 10 days after issuing tender</i> )	August 2022
Target date for responses to clarifications ( <i>About 5 days after above deadline</i> )	September 2022
Deadline for receipt of Tenders ( <i>it must be on the portal for 30 days minimum from date of issue</i> )	September 2022
Evaluation of Tenders	October 2022
Presentations – if appropriate	October 2022
Prepare and approve Tender evaluation Report (TER)	October 2022
TER approval from Cabinet and subsequently the Procurement Review Board	November 2022
Notification of contract award decision	November 2022
"Standstill" period <i>10 days of award notification</i>	November-December 2022

Confirm contract award (subject to no challenges)	December 2022
Contract start and start of mobilisation period, including provider consultation and possible handover, service user reviews and TUPE (transfer of undertakings (protection of employment). Contract signed with agreed start date	January 2023 – March 2023
Target service commencement date	1 <sup>st</sup> April 2023

**2.16 Need for short term extension pending re-commissioning:** To ensure service continuity whilst providing sufficient time to design and deliver commissioning and procurement strategies, it is necessary to seek authority to extend the contract to current provider for a duration sufficient only to allow new procurement activities to be completed.

The primary reason for contract extension is as follows:

- Impact of the pandemic meant many site visits have been delayed by up to 18 months due to risk management issues.
- Many providers have been operating remotely, therefore service user consultation to co-produce services have been impacted.
- Many providers responding to the pandemic were not able to take on additional workload pressures and respond to a tender.
- The work generated due to the pandemic meant the People, Strategy and Commissioning service had limited, if any, time to focus on strategic commissioning activities.
- Significant structural changes have made it difficult to progress some of the contracts, for example recruitment of key posts arising from the reorganisation.
- The loss of capacity due to some staff leaving the organisation.
- To ensure sufficient time to fulfil the councils best value duty in a complex and changing care market and to undertake a Fair Cost of Care exercise,

### **3. Implications of the Recommendation**

#### **3.1 Financial implications**

3.1.2 The council is responsible for procuring a suitable care provider and payment of care and support costs to meet assessed needs.

3.1.3 The current care provider is Creative Support Ltd. They provide CQC Regulated services on outcome-based care and support within the extra care housing environment.

3.1.4 The current contract price provides a maximum of 45,130 hours of care; this is a mixture of planned care, unplanned care and urgent care. The current contract price is £848,200 per annum, making the unit cost at £18.79 per hour.

3.1.5 For two years, the contract price will be £1,696,400, the maximum hours purchased will be 45,130 annually to ensure containment within the current budget envelope.

- 3.1.6 Due to the demand led nature of the care provision, the financial risk is based on potential change in assessed needs which may lead to increased care provision over and above the contracted value. However, this would go through the normal Social Care Panel Approval process with the same level of scrutiny to agree any additional hours over and above the contracted hours.
- 3.1.7 Where there are assessed eligible need, service users will be subject to a financial assessment to contribute towards the cost of their care. Timely financial assessments are a key priority and is integral to the Adult Social Care Transformation Programme, the Council has invested in increased capacity for the Financial Assessments Team and is anticipating an increase in financial contributions across a range of care and support services in Extra Care. The annual client contribution towards this service is approximately £52,000 per year, it is worth noting that over 50% of residents assessed for contributions were under the financial threshold for care contributions.
- 3.1.8 Following approval to extend the contract, a detailed analysis of the cost structure will be undertaken to support the pricing matrix to enhance value for money to the council. This includes but is not limited to client reviews, benchmarking of price to ensure competitiveness, review the service delivery model to ensure it is outcome focussed and to reduce dependency.

## 3.2 Legal implications

- 3.2.1 The Care Act 2014 Section 5 promotes a duty for local authorities to shape an effective marketplace of services to meet care and support needs in the local area. The Act describes how local authorities will manage the market to drive innovation, choice, quality, and continuous improvement whilst ensuring value and promoting Wellbeing. The Act places the following duties for adult social care commissioning authorities:
- To promote wellbeing for people with care and support needs.
  - Focus on outcomes that are important to people and the delivery of person-centred care.
  - Outcomes based commissioning to develop services for people, carers, and the wider population to achieve wellbeing alongside meeting care and support needs.
- 3.2.2 The Care Act also promote the principle of wellbeing; it is a broad concept and relates to the following:
- Personal dignity
  - Physical and mental and emotional wellbeing
  - protection from abuse and neglect
  - control by the individual over their day-to-day life (including over care and support provided and the way they are provided)
  - participation in work, education, training or recreation
  - social and economic wellbeing
  - domestic, family and personal domains
  - suitability of the individual's living accommodation
  - the individual's contribution to society.
- 3.2.3 Preventative services can be provided in accordance with the overarching duties under the Care Act. When these are arranged by the local authority, they can be provided free of charge or they can be charged for. Charging for some services can

be a vital way of ensuring continuing affordability. The Care and Support (Preventing Needs for Care and Support) Regulations 2014 continue to allow local authorities to make a charge for the provision of certain preventative services, facilities or resources, although some specified services must be provided free of charge, including intermediate care and reablement for up to 6 weeks and some aids and minor adaptations (for example, up to value of £1000).

- 3.2.4 The statutory guidance confirms that prevention services do not have to involve the local authority directly providing or commissioning a service and effective forms of prevention can result from partnerships with other public services, voluntary and community organisations and other providers. In developing partnerships, local authorities should consider any barriers preventing people on low incomes from benefitting from these activities and take reasonable steps to avoid this.
- 3.2.5 The guidance confirms that where a local authority chooses to charge for a particular service, it should consider how to balance the affordability and viability of the activity with the likely impact that charging may have on uptake. In some cases, charging may be necessary in order to make a preventative service viable or to keep a service running. Local authorities should take reasonable steps to ensure that any charge is affordable for the person concerned and the local authority must not charge more than it costs to provide or arrange the service, facility or resource.
- 3.2.6 When considering ending the provision of preventative services, local authorities should consider the potential impact and consequence of such action as poorly considered exit strategies can negate the positive outcomes of preventative services, facilities or resources, and ongoing low-level care and support can have a significant impact on preventing, reducing or delaying need.
- 3.2.7 Section 9, Care Act (2014) places a duty on the Council to assess adults where it appears the adult may have needs for care and support. The duty to assess applies regardless of the level of needs and support, or the level of financial resources of the adult. Core components of the assessment must include:
- The adult care and support needs
  - The impact of the adults needs for care and support on all aspects of well-being
  - The outcomes the adult wants to achieve
  - How, and to what extent, the provision of care and support can contribute towards the achievement of those outcomes
- 3.2.8 An assessment of needs must be fully inclusive, involving the adult, carers and family members, advocates if required and where the adult lacks capacity, any person who appears to the authority to be interested in the adult's welfare.
- 3.2.9 Section 18, Care Act (2014) creates a duty to meet assessed needs in a person's own home, this includes people living in Extra Care who have eligible assessed needs. Eligibility is dependent upon the following components
- The adult is ordinarily resident in the authority's area or is present but with no settled status.
  - The adult consents to the Council meeting their needs; or
  - Where the adult lacks capacity, a Best Interest Decision is made that the Council should meet needs.
- 3.2.10 Charging for services provided to meet eligible Care Act needs are governed by the Care Act (Charging and Assessment of Resources) Regulations 2014. There is no

charge under Section 14 of the Act for meeting needs based on the financial assessment being below the threshold. This does not preclude arrangements for the provision of care, or for assessments being above the threshold and subject to a financial charge.

- 3.2.11 Ensuring needs are assessed and securing the provision of care and support services will help the Council fulfil its legal responsibilities to the occupiers.
- 3.2.12 Regulation 72(1) (c), The Public Contracts Regulations 2015 (PCR) allows for contracts to be modified without a new procurement where all of the following conditions are fulfilled:
- i. the need for the modification has been brought about by circumstances which a diligent contracting authority could not have foreseen; as set out in this report, the COVID-19 pandemic, which was not foreseen impacted on the Council's ability to retender this service;
  - ii. the modification does not alter the overall nature of the contract (no significant changes have been made to the nature of any of extensions);
  - iii. the increase in price does not exceed 50% of the value of the original contract (there have been no increases in price for any of the contracts).
- 3.2.13 The procurement exercise when the service is retendered, will be subject to and conducted in accordance with the Public Contracts Regulations 2015, and the Council's Contract Procurement Rules. The value of the contract is likely to exceed the current threshold for the light touch regime, which this service will fall under and the rules of the light touch regime as specified by the PCR must be adhered to.
- 3.2.14 The procurement exercise will also be subject to the procurement principles of equal treatment, fairness and non-discrimination.
- 3.2.15 The proposed contract will be in the form approved by the Council's Legal Services, HB Public Law.
- 3.2.16 For the planned recommissioning, the Council should take account of the Care Act statutory guidance. The guidance emphasises the importance of choice and local authorities should offer a genuine choice of service type, including extra care housing, supported living, support provided at home and live in domiciliary care as alternatives to residential care. The local authority has a key role in market shaping and commissioning to ensure that the system is designed and facilitated to produce a healthy market of quality services. A core activity of market shaping is to engage with stakeholders to develop an understanding of supply and demand and articulate likely trends that reflect people's evolving needs and aspirations and to signal to the market the types of services needed now and in the future, whilst encouraging innovation, investment and continuous improvement. This also includes working to ensure that those who purchase their own services are empowered to be effective consumers and are able to make informed decisions.
- 3.2.17 The local authority's commissioning role is seen as cyclical, requiring an assessment of needs of the local population for care and support services, determining what element of need should be arranged by the authority, designing, delivering, monitoring and evaluating those services to ensure appropriate outcomes. Commissioning includes activity to ensure that sufficient and appropriate services are available to meet the needs of growing numbers of people with personal budgets and direct payments. Therefore, commissioning should be



more shaped by outcomes that both commissioners and individuals identify, rather than volumes of activity expected.

3.2.18 The guidance requires local authorities to focus on the following:

- Outcomes that promote wellbeing and that matter most to local people
- Promoting quality – this includes ensuring continuous improvement and encouraging services that respond to the fluctuations and changes in people’s care and support needs.
- Supporting sustainability – local authorities should not undertake any actions which may threaten the sustainability of the market as a whole, for example, by setting fee levels below an amount which is sustainable for providers in the long-term.
- Ensuring choice – this includes having different types of service provider, as well as a genuine choice of service type. Choice should include choice over the way services are delivered, when services are delivered, choice over who is a key care worker and arranging for collaboration to ensure the right provision is available.
- Co-production with stakeholders – commissioners should work alongside people with care and support needs, carers, family members, care providers, representatives of care workers, relevant voluntary, user and other support organisations and the public to find shared and agreed solutions.
- Developing local strategies – these should be evidence-based and align with wider corporate planning. These should link with local analysis of need, engagement activities, market and supply analysis, resource allocation and procurement and contract management activities that translate into appropriate high quality services.

### 3.3 Risk management implications

3.3.1 Overall, the risks can be themed as follows

- Withdrawal of statutory services by the incumbent Provider due to the absence of a formal contract. In these circumstances the procurement plan will be bought forward, although it is anticipated that the 2 year extension will provide assurance and stability to the Provider, the Council and residents that benefit from this service.
- Increased cost to the contract – there is no guarantee that at retender the cost of the contract remains the same or lower, there is a risk that tendered prices exceed the value of the current contractual value. This is one of the reasons why a contract extension required to allow for more time to understand market forces, impact of Brexit and COVID on the workforce and local market.
- Challenge - there is a small risk of challenge for the contract being extended; although arguably the extension has been brought about due to the impact of the pandemic and is to allow for the council to follow a competitive and transparent procurement process. The impact of Brexit and COVID-19 in suppressing the market means a challenge is unlikely, however the contract extension shall include provision for early termination if a fresh procurement becomes necessary.

### 3.4 Environmental implications

3.4.1 None

### 3.5 Equality implications

3.5.1 Following Cabinet approval to initiate the procurement process a detailed Equalities Impact Assessment will be undertaken with the updated service specification to be procured will address all relevant equalities requirements. The Market Management Team within the People, Strategy and Commissioning Service monitor data for support and care within existing Extra Care services, it is anticipated that Extra Care housing with care continues to offer positive outcome for a range of protected groups including older people and disabled adults.

### 3.6 Procurement implications

3.6.1 The care and support services were re-tendered in 2014 and awarded in August 2015 through open tender processes. The length of the contract was for a 3+1+1. The provider was selected based on price and Creative Support provided the most economically advantageous terms (MEAT), initially this was a Council provided service and had significant Transfer of Undertakings (Protection of Employment) Regulations (TUPE). The term of the contract expired on 31st March 2021 but is continued under implied contract.

3.6.2 Officers will be exploring procurement options for the Integrated Care and Support in Extra Care to ensure that the new service provision meets the Council's and service user's requirements. A service user consultation and review of the current model will start in Jan 2022, with a view to co-produce a service specification to meet needs. Following a market engagement event a timetable for tendering the contract will be developed.

### 3.7 Workforce implications

None

### 3.8 Property implications

None

## **4. Background Papers**

None

**SLOUGH BOROUGH COUNCIL**

<b>REPORT TO:</b>	Cabinet
<b>DATE:</b>	17 <sup>th</sup> January 2022
<b>SUBJECT:</b>	Notification of Decisions
<b>CHIEF OFFICER:</b>	Executive Director, Corporate Services
<b>CONTACT OFFICER:</b>	Nick Pontone, Democratic Services Lead (01753 875120)
<b>WARD(S):</b>	ALL
<b>PORTFOLIO:</b>	Councillor Swindlehurst, Leader of the Council
<b>KEY DECISION:</b>	NO
<b>EXEMPT:</b>	NO
<b>DECISION SUBJECT TO CALL IN:</b>	YES
<b>APPENDICES:</b>	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



# **NOTIFICATION OF DECISIONS**

## **1 JANUARY 2022 TO 31 MARCH 2022**

## 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.

<sup>1</sup> 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.

<sup>2</sup> 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](mailto: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     |

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## **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](mailto:nicholas.pontone@slough.gov.uk). Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

## **How can you have your say on Cabinet reports?**

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

### **What about the Papers considered when the decision is made?**

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

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

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

### **When will the decision come into force?**

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

### **What about key decisions taken by officers?**

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

### **Are there exceptions to the above arrangements?**

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

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

For further information, contact Democratic Services on 01753 875120.

## Cabinet - 17th January 2022

Item	Port-folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Recovery &amp; Renewal Plan Update</u></b></p> <p>To provide Cabinet with a further update on work being undertaken to improve all aspect of the Councils financial position and underlying financial and governance processes.</p>	F&E	All	All	Steven Mair, Section 151 Officer	-	None	√	
<p><b><u>Council Taxbases 2022/23</u></b></p> <p>To present information on the properties in Slough and their categories of occupation for the purpose of determining the council taxbase for the borough for the 2022/23 financial year.</p>	F&E	All	All	Steven Mair, Section 151 Officer	-	None		
<p><b><u>HRA Rents &amp; Service Charges 2022/23</u></b></p> <p>To consider the Housing Revenue Account rent and service charge for 2022/23 and, if agreed, recommend the changes to full Council.</p>	H&P	All	Housing	Richard West, Executive Director of Customer & Community	-	None		
<p><b><u>A4 Bus and Cycle Lane</u></b></p> <p>To take decisions in relation to the A4 Bus and Cycle Lane following the period of monitoring and assessment during the period of the Experimental Traffic Order.</p>	T&E	All	All	Savio DeCruz, Associate Director, Place Operations Tel: 01753 875640	Place Scrutiny Panel, 1/12/21	None		

**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

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

<u>Provider Services Update</u> To provide an update regarding the progress of closing the remaining Adult Social Care Provider Services: Lavender Court, Respond, Priors Day Centre, Phoenix Day Centre, The Pines Day Centre.	S&P	All	All	All	Marc Gadsby, AD Adult Social Care Operations	-	None	✓	
<u>Contract Renewals for ICT</u> To consider a report recommending contract extensions for ICT services, likely to include the income management system.	C&C	All	All	All	Mark Davies, Group Manager, IT Tel: 07599 102848	-	None		
<u>Corporate Energy Procurement Strategy and Contracts (April 2022 - March 2025)</u> To seek approval of the corporate energy procurement strategy and the development of a risk management energy action plan.	F&E	All	All	All	Jason Newman, Group Manager Asset Management Tel: 01753 875219	-	None	✓	
<u>Procurement of substance misuse treatment and recovery services</u> To consider a report on a contract(s) for substance misuse and recovery services.	S&P	All	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	None		Yes, p3 LGA
<u>Procurement of services for integrated care and support of extra care housing</u> To consider a report on a contract(s) for integrated care and support of extra care housing.	S&P	All	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-			Yes, p3 LGA

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

<b><u>Procurement of health visiting school nursing (0-19 Service)</u></b>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	None	✓	
To seek approval for the procurement of the health visiting school nursing contract.								
<b><u>References from Overview &amp; Scrutiny</u></b>	C&C	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		
To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.								
<b><u>Notification of Key Decisions</u></b>	F&E	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		
To endorse the published Notification of Decisions.								

## Cabinet - 21st February 2022

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b><u>Asset Disposals Update</u></b>	F&E	All	All	Richard West, Executive Director of Customer & Community	-	None		Yes, p3 LGA
To receive an update and take decisions in relation to the Council's programme of asset disposals.								

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

<u>Revenue &amp; Capital Budget Monitor - Quarter 3 2021/22</u> To receive an update on the latest revenue and capital position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.	F&E	All	All	Steven Mair, Section 151 Officer	-	None		
<u>Revenue Budget 2022/23</u> To recommend the revenue budget to full Council.	F&E	All	All	Steven Mair, Section 151 Officer	O&S	None		
<u>Capital Strategy</u> To recommend the Capital Strategy to full Council.	F&E	All	All	Steven Mair, Section 151 Officer	O&S	None		
<u>Treasury Management Strategy</u> To recommend the Treasury Management Strategy to full Council.	F&E	All	All	Steven Mair, Section 151 Officer	O&S	None		
<u>Slough Children First 3-Year Business Plan</u> To consider a report on Slough Children's First strategic intentions for the next three years as outlined in its new three year business plan.	CS	All	All	Alan Adams, Interim Executive Director, People (Childrens)	-	None	√	

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

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

## Cabinet - 21st March 2022

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>References from Overview &amp; Scrutiny</u> To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.	C&C	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None	√	
<u>Notification of Key Decisions</u> To endorse the published Notification of Key Decisions.	F&E	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None	√	

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

