

Date of issue: Sunday, 13th March 2022

MEETING	CABINET	
	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
DATE AND TIME:	MONDAY, 21ST MARCH, 2022 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE	07749 709 868

NOTICE OF MEETING

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



GAVIN JONES
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 21st February and 9th March 2022	1 - 18	-
3.	Slough Library Service Plan and new delivery model	19 - 180	All
4.	Re-procurement of Adult Social Care Domiciliary Care Contracts	181 - 204	All
5.	Adult Social Care Transformation Update and Procurement	205 - 218	All
6.	Procurement of health visiting school nursing (0-19 Service)	219 - 240	All
7.	Adult Social Care - Closure of directly provided services update	241 - 248	All
8.	References from Overview & Scrutiny	To Follow	All
9.	Notification of Key Decisions	249 - 262	All
10.	Exclusion of the Press and Public	-	-

It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).

PART II

11.	Re-procurement of Adult Social Care Domiciliary Care Contracts - Appendices 1 and 2	263 - 264	-
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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 to contact the Democratic Services Officer.

Key:-

Bold – Key Decision

Not bold – Non-Key Decision

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Cabinet – Meeting held on Monday, 21st February, 2022.

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

Also present:- Councillor Gahir

Apologies for Absence:- None

PART 1

70. Declarations of Interest

Item 3 – Slough Children First Annual Business Plan: Councillor Hulme declared a pecuniary interest in that she was a member of the Slough Children First (SCF) Board. Councillor Hulme stayed in the meeting and participated on the basis she had been appointed to SCF as the Council's representative on it as an outside body as per the provision (g) of the general dispensations section of the Councillors' Code of Conduct.

Item 4 – SEND Written Statement of Action: Councillor Pantelic declared that she was a practicing primary school teacher, not in a school in Slough. She stayed in the meeting and participated in the discussion.

71. Minutes of the Meeting held on 17th January 2022

Resolved – That the minutes of the meeting of the Cabinet held on 17th January 2022 be approved as a correct record.

72. Annual business plan for Slough Children First Limited (SCF)

The Executive Director of People (Children) / Chief Executive of Slough Children First (SCF) gave a presentation and summarised a report that sought approval for SCFs annual business plan.

It was noted that SCF was a company wholly owned by the Council and approval of the annual plan was a reserved matter under SCFs Articles of Association. This was an interim business plan that sought to set out SCF's priorities and budgetary requirements, together with the assumptions underlying its financial strategy. It was noted that the business plan should have been presented to Council in September 2021. This was therefore an interim plan for 2022 to 2025. The new plan for 2023-26 would be presented by September 2022, with reports to People Scrutiny Panel and Cabinet in quarters 1 and 2 of the 2022/23 financial year respectively.

The key elements of the business plan were summarised including the vision and values, practice model, workforce issues and key strategic aims. The aims included quality improvements throughout a children's journey with a target of 70% of casefiles being good within 18 months and stability in the

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workforce with less than 20% agency workforce. The plan included the aim to work within budgets through addressing demands, for example through a continuum of Early Help; reduced reliance on agency and innovative spend; income maximisation by working with partners; and back office efficiencies.

Lead Members asked a number of questions and raised several points during the course of the discussion which are summarised as follows:

- The Cabinet recognised the improvements that had been made since the establishment of SCF both in terms of the stronger working relationship with the Council and, crucially, the improvement of services. Lead Members welcomed the fact that no service in SCF was rated as 'inadequate' for the first time in a decade and whilst it was recognised much more progress needed to be made this was a significant milestone.
- The financial position of the company was discussed, particularly the importance of SCF operating within its financial envelope and delivering its savings plans. The concerns raised by the Commissioners on this issue were noted and the Cabinet agreed the increased reporting as set out in the report ensure progress could be monitored.
- Lead Members agreed that hearing the 'voice of the child' in the plans and strategic documents was crucial but did not come through strongly in the business plan and they would like to see more examples and evidence of this in future versions.
- A Lead Member queried the fact that the equality impact assessment did not identify any impacts on people with any protected characteristics. The Cabinet requested that the next version of plan include evidence and figures to demonstrate that the plan would not have a greater impact on certain groups than others.
- The workforce challenges were recognised particularly the ongoing issue of permanent recruitment of social workers. Concern was expressed about the potential over-reliance on Innovate teams. The Director explained the work being undertaken on recruitment and retention, including the training and development opportunities for newly qualified social workers.
- The company's business plan and improvement plan were clearly linked and a Lead Member highlighted that some of timescales in the improvement plan had already slipped, for example priority 3 on participation and engagement. Assurance was provided that whilst the plans were rightly ambitious, actions and targets would be realistic and this would be reflected in future versions of the plan.
- A question was asked about the reasons for the high provision made for legal costs of £2.1m. The Director responded that increased

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complexity of cases and delays in the courts systems were contributory factors. The Cabinet asked how confident the proposed £0.6m reduction could be achieved and it was noted that work would need to take place 'upstream' to hit this target.

- A Lead Members asked whether the key target of 70% of all children's files being good or above within 18 months was achievable given the baseline of 24% at September 2021. The Director stated that the company had included targets that it would be able to deliver.

The Lead Commissioner addressed the Cabinet and commented that signs of performance improvement were welcomed but further progress was needed. He commented on the important role that scrutiny should play in reviewing the business plan in detail in the summer and making recommendations to Cabinet.

Councillor Gahir was invited to address Cabinet and he commented on the timeline to reduce agency staff and costs of interim staff. The Director responded to the points raised.

At the conclusion of the discussion the Cabinet recognised the progress that had been made and agreed the recommendations as set out in the report for future scrutiny and refinement of the business plan. The Cabinet recognised the significant milestone that no service was rated 'inadequate' and formally recorded their thanks to the staff that had contributed to that achievement.

Resolved –

- (a) That SCF's business plan for 2022 to 2025 be approved on an interim basis.
- (b) That it be agreed that approval was subject to the following:
 - Quarterly monitoring reports being presented by SCF to the Council for formal comment and noting by Cabinet setting out achievements against the business plan;
 - The SCF business plan was to be timetabled for consideration by the People Scrutiny Panel in the first quarter of 2022/23;
 - An updated business plan for 2022 to 2025 was to be presented to the Council in Quarter 2 of 2022/23;
 - SCF was to submit its business plan for 2023 to 2026 by 30 September 2022 in accordance with the requirements set out in the Articles of Association and to allow sufficient time for this to be considered by the People Scrutiny Panel and incorporated in the budget setting process.

- (c) That SCF staff be formally thanked and congratulated on the fact there were no longer any inadequate services within the company and that this was a significant milestone, which reflected that hard work of staff within SCF.

73. SEND Written Statement of Action

The Lead Member for Children's Services, Lifelong Learning & Skills and the Associate Director, Education & Inclusion introduced a report on the Special Educational Needs and Disabilities (SEND) Written Statement of Action (WSOA).

The WSOA had been filed with Ofsted and the CQC on 18th February 2022 in response to the SEND local area inspection carried out between 27 September and 1 October 2021. The Cabinet was asked to note the WSOA and approve the next steps which included the preparation of a detailed action plan to be incorporated into the Council's wider Recovery and Improvement Plan.

The Ofsted/CQC report had identified a number of significant weaknesses in the areas practice that the Council and Slough Clinical Commissioning Group, working with other partners, would need to address through a WSOA. The main areas of concern were outlined and they included weak arrangements for ensuring effective joint leadership, the overlooked voice of children and the timeliness with which Education, Health and Care plans were produced. The inspection had also highlighted a number of strengths which were noted. The WSOA had been co-produced with input from the Council, social care, health parents and school partners. There was a clear desire to improve services and a substantial amount of work would be required to deliver the necessary changes.

The Cabinet emphasised the importance of aligning the WSOA with the wider Council Recovery and Improvement Plan and agreed that SEND improvements must not be dealt with in isolation but as part of the broader work with partners to improve children's services. Lead Members highlighted the successful co-production model used in adult social care and requested that that good practice be utilised with a strategy developed with service users, parents and carers at the centre.

Lead Members asked for clarity about one of the weaknesses identified in the inspection that: *"not all schools were welcoming of children and young people with SEND and arrangements for partnership working with schools had been informal and ad hoc"*. It was noted that this observation had most likely arisen from some parent feedback to the inspection. The Cabinet discussed the roles and responsibilities and schools in the improvement process.

A report on the WSOA would be considered by the People Scrutiny Panel on 31st March 2022 and the Cabinet asked that the focus be on looking forward to focus on the improvement journey. The Panel should be encouraged to

propose recommendations for Cabinet. It was agreed that the Cabinet would receive a progress update on delivery in six months.

At the conclusion of the discussion the recommendations were agreed.

Resolved –

- (a) That the Joint Written Statement of Action attached at Appendix A to the report be noted.
- (b) That the following next steps be approved:
 - That a detailed action plan is prepared and incorporated into the Council's wider Recovery and Improvement Plan.
 - That the SEND action plan be presented to the People Scrutiny Panel in Quarter 1 of 2022/23.
 - That a report be brought back to Cabinet in the next 6 months giving an update on progress against the action plan.

74. Appointment of External Auditors

The Cabinet noted an information report that set out a recommendation from the Audit & Corporate Governance Committee to Council regarding the appointment of external auditors. The Cabinet were supportive of the recommendation to opt in to the sector led appointment process through the Public Sector Audit Appointments.

Resolved – The report was noted, specifically that the Audit & Corporate Governance Committee would be making the following recommendation to Council in March 2022:

“Recommend to Council that the Council accepts the Public Sector Audit Appointments’ (PSAA) invitation to opt into the sector-led option for the appointment of external auditors for the five-year period from 2023/24.”

75. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

76. Notification of Key Decisions

The Cabinet considered and endorsed the Notification of Key Decisions published on 21st January 2022 which set out the key decisions expected to be taken by Cabinet over the next three months.

Resolved – The published Notification of Decisions was endorsed.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.26 pm)

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Cabinet – Extraordinary Meeting held on Wednesday, 9th March, 2022.

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

Also present:- Councillors Gahir and Smith

Apologies for Absence:- None

PART 1

77. Declarations of Interest

No interests were declared.

78. Section 25 Report

The Leader of the Council made some introductory remarks about the budget reports to be considered and the Council's overall financial position.

The Cabinet noted the letter to the Leader of the Council of 7th March 2022 from the Minister at the Department of Levelling Up, Housing & Communities (DLUHC), which stated that she was minded to approve capitalisation directions for the period between 2018-19 to 2022-23. This was contingent on the Authority reporting to the Department the final amounts identified for which it required capitalisation for each year, with the agreement of the Authority's external auditors and endorsed by the Best Value Commissioners.

The Leader stated that he recognised the seriousness of the financial problems the Council faced and expressed gratitude to DLUHC for the support they were providing to the Council as set out in the letter of 7th March. The Cabinet thanked the new finance team for the extensive work they had undertaken in the past year to start to rectify the deficiencies and recognised the role of Commissioners in supporting the Council in its recovery and improvement. The serious financial issues the Council faced had built up over many years and the Leader acknowledged that the leadership took its share responsibility for the problems. The Cabinet was committed to resolving the issues over the coming years and the budget in front of Members was a significant milestone on the road to financial recovery.

The Lead Member for Financial Oversight, Council Assets & Performance and the Director of Finance gave a comprehensive overview of all of the budget reports that the Cabinet was requested to recommend to Council on 10th March 2022. The reports had been scrutinised by the Overview & Scrutiny Committee on 8th March 2022 and the directorate savings proposals had all been considered by the scrutiny panels between November 2021 and January 2022.

The Lead Members highlighted the importance of the Section 25 report which set out of the Director of Finance's recommendations including the risks when considering the 2022/23 Budget. The Cabinet noted the comments of the Commissioners which stated that the budget reports exposed the "recklessness" of the way the Authority had managed its affairs over the past few years; confirmed that the Budget reports met the requirements of the Directions the Council was under; and emphasised that no variation to the proposals could be made without the prior approval of Commissioners.

The Director of Finance summarised the budget reports. The Council faced a financial deficit of £223.1m up to the end of the current financial year and a further estimated £84.1m for 2022/23. The current estimates for 2022/23 showed that the budget requirement was 78 per cent greater than sources of funding. It was only with confirmation of significant financial support for the Council from the DLUHC that the Director of Finance could provide members with some assurance on the robustness of the budget estimates and the adequacy of reserves. The assumptions that underpinned the budget included asset sales and capital receipts of up to £600m in the coming years and an annual savings requirement of £20m.

The capital programme had been scaled back to a minimum in view of the financial position with projects totalling £165m over the next five years, of which £73m were General Fund and £92m Housing Revenue Account. The Treasury Management Strategy was now properly aligned to the capital programme and a 6 month update would be provided to Cabinet later in the year. Council Tax was proposed to be increased by a total of 2.99% for 2022/23, which comprised of 1.99% plus a further 1% for the adult social care precept.

The Cabinet also received an update on the significant deficit of the Dedicated Schools Grant (DSG) and the progress that was being made to address the issues. The Council Tax Support Scheme would remain unchanged other than an annual uprating of 3.1%.

The Lead Member highlighted that all departments would be required to operate to the strict cash limited budgets set. Work on the 2023/24 budget and the Medium Term Financial Strategy would continue immediately with savings proposals for 2023/24 due to be identified by the end of May 2022.

The Cabinet then considered each budget report in turn, beginning with the Section 25 report. An amendment was noted to paragraph 2.3 to clarify that the Cabinet was requested to recommend approval to Council on 10th March 2022. This was agreed.

Lead Members asked a number of questions, including whether the Director of Finance was confident that all of the major financial risks and issues had been identified. The Director of Finance responded that a very comprehensive and rigorous approach had been taken by the range of financial experts brought into the Council, although no guarantee could ever be given that no future issues would be identified.

Councillor Smith was invited to speak and he commented that it was a “high risk budget” and that the Council was only able to be able to set a budget due to Government support. He said that the capitalisation direction was not confirmed as it relied on each year’s accounts being signed off. The Leader responded to the points raised and reiterated that he had acknowledged the Government’s support and that the Cabinet was committed to delivering the much more robust financial plan as set out in the detailed and high quality budget papers. The Director of Finance provided assurance that the Government’s “minded to” support was a standard way of operating in relation to capitalisation directions.

At the conclusion of the discussion the Cabinet agreed to recommend the report to full Council on 10th March 2022.

Recommended to Council –

On the basis of the risks and issues raised in paragraphs 2.1 and 2.2 and the rest of the report, in the opinion of the Director of Finance, Cabinet recommended to Council to approve the budget on the basis that:

- a) the proposed level of Council reserves were adequate to support the budget for 2022/23 having regard to an assessment of current financial and other risks set out extensively in the report and assuming these risks do not increase beyond those that can be contained by the Council. It should also be noted that matters would continue to be identified and will change throughout the coming financial year and beyond
- b) the estimates are robust for the calculation of the budget within the confines of the many risks noted throughout the report. Particular attention was drawn to the following specific conditions and risks:
 - (i) the recommended level of general balances, for 2022/23 was £20m, although this was the bare minimum as a percentage of Net Revenue Expenditure, and placed the Council in the lowest quartile in comparison to similar authorities
 - (ii) the budget which has levels of contingency and conditions built in to reflect the considerable risks the Council was facing and was predicated on continuing support from DLUHC ;
 - (iii) agreement of the Capitalisation Directive for 2022/23 and future years as proposed to DLUHC in February 2022 at estimated figures of £223m to 31/3/22 and £84m for 2022/23
 - (iv) agreement by DLUHC that they would agree to capitalisation directions or other support to equal the actual figures for the outstanding,

current and forthcoming years as the accounts for the years are closed

- (v) agreement by DLUHC that they would agree to capitalisation directions or other support to equal the estimated figures for future years as the budgets are prepared for these future years
- (vi) agreement by DLUHC that they would agree to capitalisation directions or other support or agreed mechanisms to supplement the level of revenue budget savings that the Council can achieve as discussed and as will be reviewed. Further that they would agree to finance/support on a recurrent basis any recurrent gap that would arise if the £20m annual level of savings was not achieved in a sustainable manner
- (vii) the current level of Council general reserves outside of the support from DLUHC relating to specific risks and specific initiatives was currently nil. These reserves would be established and built up over time once a more stable finance base had been created.
- (viii) as at the end of December 2021, the Council had a small amount of earmarked reserves of £14m. The majority of these funds were accumulated during 2020/21 and 2021/22 as part of the Government's covid response measures to be used for specific purposes such as helping local business and managing the outbreak of covid and cannot be used for general purposes

	£m
Better Care Fund	1.3
Grants for closed businesses	5.3
Business Support Grant	4.3
Outbreak Management Fund	1.4
Other	2.1
Total	14.4

- (ix) as the Council had no complete and fully accurate accounts since 2015/16 and would not have these complete up to 31/3/22 until well into the financial year 2022/23 the financial position was subject to considerable potential change which may impact on the robustness of the budget
- (x) the Council embed the good practise now being designed but notes that this would take time to fully develop and thus as with the accounts the various estimates would be subject to change
- (xi) the Council had a major dependency on asset sales which would significantly impact on the budget for 2022/23 and beyond and which will thus again affect the level of robustness of the budget

79. 2022/23 Revenue Budget

The Cabinet considered the revenue budget report for 2022/23. A supplementary agenda had been issued which contained the following:

- A revised recommendation in section 1 of the report to clarify that Cabinet was being asked to recommend the Members Allowances Scheme to Council for approval
- A revised Appendix B on the Council Tax Resolutions which replaced the version published in the original agenda pack.
- An addendum to the report on seeking approval of further recommendations on the acceptance of Indicative Capitalisation Directions for 2016/17 to 2022/23 following the Letter from Minister of 7th March 2022.

Councillor Smith was invited to speak and commented on the adult social care savings and budget. The Director of Finance explained the accounting adjustment that had been made to separate the base budget from income such as the Public Health Grant and Better Care Fund but this adjustment did not impact on the budget available for services. There was £2m of growth in the budget to take account of inflation and demand. The Executive Director People (Adults) summarised the progress in implementing the Adult Social Care Transformation Programme which aimed to deliver £9m of savings over three years. The Lead Members responsible for adult and children's services both explained the work taking in place to continue to support vulnerable people in Slough. The recent improvements in children's services were noted as had been discussed by Cabinet in February 2022 when the Slough Children First interim business plan was approved.

At the conclusion of the discussion, the Cabinet agreed to recommend the revenue budget and all the recommendations set out in the Supplementary Agenda, including the acceptance of indicative capitalisation directions to Council on 10th March 2022.

Recommended to Council –

The Cabinet agreed to recommend the following to full Council:

1. Approval of the 2022/23 budget to enable the Council Tax for 2022/23 to be set;
2. Approval of the Model Council Tax Resolution 2022/23 as set out in Appendix B;
3. Delegate authority to the Director of Finance, to place a notice in the local press of the amounts set under recommendation 2 within a period of 21 days following the Council's decision;

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4. Approve the Medium-Term Financial Strategy (MTFS) as based on the estimated financial deficit in the Capitalisation Direction and to be funded by capitalisation of:
 - a. £223.1m up to 2021/22
 - b. £84.1m for 2022/23
 - c. £171.1m for beyond 2022/23
5. Approve the Capital Receipts Flexibility Strategy as agreed in 2021/22.
6. Approve the overall General Fund revenue budget of £191.7m, to include:
 - a. growth for pressures for contract inflation and pay inflation of £8.178m
 - b. proposed savings by directorate of £19.959m
7. Approval of the Members Allowances Scheme for 2022-23 at Appendix I

The noted the following:

8. The balanced budget position for 2022/23 requiring savings of £19.959m and the projected financial deficit between 2023/24 to 2028/29
9. The inclusion within the Capitalisation Direction of £1m per year from 2022/23 onwards as a means to rebuild the General Fund and Earmarked Reserves balance
10. The intention to increase Council Tax by 1.99% in 2022/23
11. The intention to increase Council Tax by a further 1% in 2022/23 in respect of the Adult Social Care Precept
12. The assumed funding for the protection of social care 2022/23 through the Better Care Fund
13. That due regard has been had to the s.25 report by the Director of Finance at Appendix H

The following was Resolved:

14. Approval of the Fees and Charges Policy Framework, with a recommendation that Council approve this for non-executive functions

The Cabinet approved the recommendations in the Supplementary Agenda containing an Addendum: Acceptance of Indicative Capitalisation Directions for 2016/17 to 2022/23 and agreed to recommend to full Council:

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- i. Acceptance of the capitalisation direction of £223m up to 31.03.22
- ii. Acceptance of the capitalisation direction of £84.1m for the 2022/23 financial year
- iii. Acceptance of the accompanying conditions set out in the report.

Noted that:

- i. The capitalisation direction was not a grant. The Council needed to fund the revenue expenditure capitalised from disposing of assets to repay the resulting debt.
- ii. The Council was in a precarious state and will be required to request future capitalisation directions to balance future years budgets, estimated at an additional £172m, £479m in total
- iii. The minded to directions would be converted into actual directions on an annual basis as the accounts for each year are closed and audited.

80. Capital Programme 2022/23 to 2026/27

The Cabinet discussed the proposed Capital Programme for 2022/23 to 2026/27.

The capital programme had been reduced by circa £90m to help reduce the borrowing requirement. This had been achieved following a review of all the schemes and removing those that were unaffordable. The Council had successfully secured external funding for a number of projects and these would continue and the Cabinet would seek to find future funding schemes for infrastructure projects where possible. Lead Members emphasised the importance of effective procurement and project management to deliver the schemes that remained in the programme within their funding envelope. The Director of Finance commented that the capitalisation request included provision in invest of the core services to effectively deliver projects including procurement. The Cabinet also requested that equality implications be fully considered in the delivery of each project.

Councillor Smith addressed the Cabinet and expressed his opposition to the £4.7m capital expenditure on the Colnbrook park and ride scheme and raised concerns about the financial risks and apparent delay in completing the fire safety works at Nova House. The Leader responded to the points raised by stated that the funding for the park and ride had been successfully secured from the Local Enterprise Partnership and would not therefore add to the Council's borrowing and the project was part of delivering on the Council's agreed strategy to promote sustainable transport. In relation to Nova House the Leader referred Councillor Smith to the reports to Cabinet and Council in the summer of 2021.

At the conclusion of the discussion the Cabinet agreed to recommend the capital programme to full Council on 10th March 2022.

Recommended – That the Cabinet recommend to full Council to approve the Capital Programme as set out in Appendix A to the report for 2022/23 to 2026/27.

81. Treasury Management Strategy 2022/23

The Cabinet considered the Treasury Management Strategy 2022/23 which was now fully aligned with the capital programme.

The Lead Member commented that it demonstrated the plan to reduce borrowing and that a prudent approach had been taken with regards to capital receipts so it may be possible to bring borrowing costs down more quickly. The Council still held a significant amount of short term debt and whilst there was a risk that rising interest rates would make future borrowing more expensive it also provided an opportunity to repay this debt without early exit costs that longer term would have as capital receipts were generated.

At the conclusion of the discussion the Cabinet agreed to recommend approval of the Treasury Management Strategy to Council.

Recommended to Council –

The Cabinet agreed to recommend the following to full Council:

- a. Approval of the Treasury Management Strategy (TMS) for 2022/23 including:
 - i. the Annual Investment Strategy for 2022/23 (Appendix 2)
 - ii. Minimum Revenue Provision Policy Statement for 2022/23 (Appendix 1)
 - iii. the Prudential Indicators for the period 2022/23 to 2024/25 (Section 4)
- b. Agreed that the MRP policy as set out in the TMS for 2022/23 should also apply for the financial year 2021/22.

82. Update on Dedicated Schools Grant Management Plan

The Cabinet considered a report on the Dedicated Schools Grant (DSG) Management Plan. It was noted that the DSG deficit had been growing since 2015/16 mainly due to the pressures from additional funding in the High Needs Block and a lack of management action to May 2021.

The financial implications and risks were noted. The Director of Finance stated a significant amount of work had taken place to address the issue and anticipated overspend forecast of £7.2m this year had been reduced £4.9m as a result of this work. It was recognised that the DSG funding issues were a national problem and the DSG 'safety valve' programme was noted.

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The Cabinet supported the work set out in the management plan and agreed to recommend the report to Council for noting.

Recommended – That the Cabinet note the following and recommend the report to Council for noting:

- the forecast position for DSG spend in 2021/22 to 2024/25
- the overarching issues that have resulted in the DSG deficit and the actions taken to date to address these
- the Council has been invited to take part in the 'safety valve' intervention programme with the DfE which is expected to commence in April/May 2022.

83. Council Tax Support Scheme 2022-23

The Cabinet considered the Council Tax Support Scheme for 2022/23. It was proposed that the scheme would remain unchanged for the next year, other than the uprating of income bands in line with inflation of 3.1%.

The Cabinet agreed to recommend the scheme to full Council for approval on 10th March 2022.

Recommended – That the Cabinet recommend to Council that the Council Tax Support Scheme remain unchanged for 2022-23 and that as allowed within the scheme the income bands are updated once more in line with inflation (3.1%) to protect the most vulnerable from the ongoing and significant cost of living rises.

84. Revenue and Capital Monitoring Report - 2021/22 [Quarter 3 - December 2021]

The Director of Finance summarised the budget monitoring report for Quarter 3 to the end of December 2021.

The report set out the work undertaken to control spending and achieve savings during the year and the forecast year-end position for the General Fund was an overspend of £292k. Further work would be required to reduce that figure by the end of the year. The Cabinet recognised that that this figure excluded the estimated £95m of exceptional issues which were included in the capitalisation direction.

The report was noted.

Resolved –

That the following be noted:

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- The forecast year-end position for the General Fund revenue budgets was a net adverse variance of £292k. The current forecast assumed Covid-19 pressures will be funded from additional grants received in year and will continue to be monitored monthly and reported alongside any grant funding provided to mitigate the spend or lost income.
- That there were a number of exceptional issues, estimated to be £95m, not included in the forecast above that were included in the Capitalisation Direction request to DLUHC.
- The DSG balance was forecast to be a cumulative deficit of £25.5m by the end of this financial year.
- At end of December 2021, the HRA was forecasting a surplus of £0.927m for 2021/22, however this may change as work progresses on the Business Plan. Any surplus will be transferred to the HRA reserves at year-end.
- The additions and reductions to the capital programme set out in appendix E.
- The forecast capital programme outturn for the General Fund for 2021/22 was currently £55m, of which £12m is to be financed from new borrowing.
- The forecast capital programme outturn for the HRA for 2021/22 was currently £13.0m.

85. Extension of Internal Audit Contract

The Cabinet considered a report that sought approval to extend the current Internal Audit contract with RSM Risk Assurance Services LLP through the NHS SBS Framework for one year with an option to extend for a further year.

The current contract would end on 31 March 2022 and if the contract was not extended the Council would not have an internal audit service, which was a statutory requirement. The Audit & Corporate Governance Committee had agreed it's preference in December 2021 that in the longer term the internal audit service be brought back in house. The progress and timetable to deliver the in house service was set out in the report. The extension would provide time to finalise and implement the future arrangements.

The Cabinet asked for confirmation that the Commissioners requirement that separate arrangements were put in place for the audit of the procurement and contract management processes by a third party were put in place to avoid a conflict of interest. Assurance was provided that independent arrangements would be put in place to ensure a conflict of interest was avoided in this regard.

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At the conclusion of the discussion the Cabinet agreed the recommendation to extend the current contract and requested an update be provided to Lead Members later in the year.

Resolved –

- (a) Approved the extension of the Internal Audit Contract for 1 year to cover the work needed to complete the Head of Internal Audit Opinion for 2022/23 and with an option for a further extension of 1 further year to provide flexibility should recruitment of an in-house team take longer than expected or be unsuccessful.

- (b) Delegated authority to the Director of Finance, in consultation with the Lead Member for Forward Strategy and Corporate Resources and the Lead Member for Financial Oversight, Council Assets and Performance to award a contract to RSM Risk Assurance Services LLP for the provision of internal audit services in line with an internal audit plan to be agreed with the council and approved by the Audit and Corporate Governance Committee.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.51 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	21 March 2022
SUBJECT:	Slough Library Service Plan and new delivery model
PORTFOLIO:	Children’s Services, Lifelong Learning & Skills – Cllr Christine Hulme
CONTACT OFFICER:	Liz Jones (Group Manager)
WARD(S):	All
KEY DECISION:	YES
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	<p>A: Library service Needs Assessment B: CIPFA Comparative Profile – public libraries C: Draft strategic service plan for Slough library services D: Equalities Impact Assessment E: Consultation survey results (including response to Citizen) F: Feedback from focus groups (adults and children/young people) G: Formal responses to consultation H: Proposed new opening hours</p>

1 Summary and Recommendations

1.1 This report sets out the results of the public consultation into the future of statutory library services in Slough. The report takes these results together with the existing Needs Assessment and makes recommendations about the future delivery model of the library service.

Recommendations:

Cabinet is recommended to:

- a. Agree the strategic service plan for Slough library services (2022 to 2027) (Appendix C).
- b. Agree to reduce the current library publication budget from £220,500 to £90,000 per annum to align our spend just within the CIPFA most similar group rather than towards the top of it.

- c. Agree that for a minimum period of 12 months the library service operates from the current buildings in which libraries are accommodated (Langley Library, Cippenham Library, Britwell Hub and The Curve) with a reduction in the opening hours and hours when specialist library staff will be in attendance as described in paragraph 2.14 of this report.
- d. Note that a report will be brought back to Cabinet in 12 months to provide an update and make recommendations for future options to deliver library services within the Council's current constrained financial position.

Reason:

Cabinet is recommended to approve a service plan containing clear strategic aims for delivery of library services, as well as recommending an interim model for delivery of a comprehensive and efficient library service, delivering a saving of £400,000 to the budget in 2022/23. This allows the Council to undertake detailed work to respond to the consultation results, ensure the library service aligns with the Council's wider recovery and improvement plans and explores opportunities for utilising community assets in a different way.

The key findings of the library consultation are that:

- The library service is highly valued by library members.
- More than 80% of library transactions take place through self-service kiosks.
- 70% of all items issued (hard copy and e-resource) are from the children's library.
- Respondents like the idea of co-locating other Council services with the current library buildings.
- Young People value study space, where they can talk about issues, and access on-line materials.
- Our on-line service is growing but is not widely known about.
- People would value the opportunity to become volunteers in the library service.
- The library service should consider the diverse needs of the population, including use of the library at home service, the availability of materials for residents for whom English is not a first language and the options of outreach work.

The Council must deliver significant levels of savings over the next few years, as well as disposing of surplus assets to reduce its borrowing levels. The Council's plans and priorities will be set out in a future Recovery and Improvement Plan, with more detailed service plans and policies aligning to this. An in-depth consultation and needs analysis for the Council's library service has allowed us to capture data on what a comprehensive and efficient library service could be in Slough and to set a service plan with clear strategic aims. However it is not possible to consider all options alongside the level of savings that may be required from key services in the future, to be able to determine a longer-term delivery model at this time. It is also important to note that many people refer to libraries within the context of physical buildings when a comprehensive and efficient library service is much wider than a building-based model. The consultation results have demonstrated the need to publicise the online resources and focus on outreach work, as well as ensuring that effective services are delivered in buildings.

Commissioner Review

"The response to the consultation is noted. It is important that options are explored to maximise the use of buildings occupied by library services to ensure value for money is

achieved. This includes the co-location of other services which will make the locations more useful for the residents of Slough and the wider use of volunteers (these are both mentioned as desirable in the consultation responses). Further developments in terms of an on-line offer and the use of a consortium approach to the publications budget could further enhance the service whilst minimising costs.”

2 Report

- 1.1 Library services are a statutory service delivered by local authorities under the duty described in the Public Libraries and Museums Act 1964. This duty requires councils to deliver a “comprehensive and efficient” library service. There are no prescriptive definitions in the Act about what constitutes a comprehensive and efficient service. However, case law has determined that if any significant changes are made to how a library service is delivered, the council must follow a fair process to locally determine what a comprehensive and efficient library service looks like and what it delivers. This includes considering local needs and consulting with the public when devising a new way of delivering services.
- 1.2 Over the past 5 years there have been changes to our library service, including the opening of The Curve, changes to how residents use the library service, including a decline in visits to library buildings and an increase in online access and changes to the council’s finances which mean now is an appropriate time to review how the service will be delivered to ensure it is fit for the future and remains able to deliver a comprehensive and efficient service.
- 1.3 This report makes recommendations about a model of the library service that balances the views of residents, the statutory duty to provide a comprehensive and efficient library service and the financial pressures faced by the council.

Options considered

- 1.4 The following options for future service delivery have been considered and were a key element of the public consultation. The options are not all mutually exclusive and therefore a number of these options are being recommended:

Option	Description	Consideration summary
A	Reduce the money available to spend on buying publications (both hard copy and eResources – books / magazines / comics / newspapers - anything that can be read).	<p>The Needs Assessment (Appendix A) compared Slough library service to the most similar group of authorities (CIPFA report – Appendix B) and demonstrates that between 2018 and 2020 Slough’s spending on publications/materials as a % of total revenue spending was higher than average in the group (pg. 20), as was the actual amount spent on publications/materials (pg. 17).</p> <p>The results of the public consultation concluded that 52% of respondents chose this as their preferred option (listed in top 3 options).</p>

		<p>How a smaller budget is spent to ensure that a good range of publications is available for the children/young people's library (currently 70% of resources borrowed from our library service) and to cater for users with protected characteristics will be challenging. Once the budget is set operational managers will be able to decide on the material purchased to ensure the libraries continue to provide a comprehensive service in terms of range of publications available.</p> <p>This option IS being recommended.</p>
B	<p>Keep all library buildings but reduce the hours they are open, the hours they are staffed, and the space dedicated to the library. Attract other users to rent space in the building alongside a reduced library (co-location).</p>	<p>Maintaining all current library buildings is one way of ensuring that our library service remains at the heart of our localities.</p> <p>Reducing hours that library staff are available for users to engage with will mean that users will have to plan when they use the physical buildings and a booking system may be introduced to ensure users who need assistance visit the library when staff are available (e.g., support using IT).</p> <p>Reducing the space in the buildings dedicated to library use (shelving for books, quiet study areas and event areas) will allow co-location into the buildings by other services / organisations to take place.</p> <p>This option will result in reduction in the number of paid staff working in the library service as well as a reduction in the hours that paid staff are available to support library users. There is the opportunity to increase the role of volunteers in some library services.</p> <p>For any co-located services, there will be clear agreements about what library-orientated tasks they are able to support (e.g., supporting a "click-and-collect" model) and further training will provided to facilitate this and to grow the range of services that they can support over time.</p>

		<p>While a reduction in dedicated library space will reduce the opportunity for users to browse publications physically we will mitigate this by developing an on-line catalogue which can be accessed both within buildings used for library services and at home. It time this may all but replace the need for physical space.</p> <p>Study space can be provided at many other locations other than in buildings providing library services. Indeed where workshop style conversations benefit study this is best done away from quiet space.</p> <p>There are many alternative spaces suitable for “library events” which will be used where the space used in buildings to provide physical library services is reduced</p> <p>Many respondents raised concerns about the “Open +” model, based on concerns about health and safety and lack of specialist staff. Safety concerns can be mitigated in a number of ways other than and in addition to having staff present and appropriate measures to ensure safety will be adopted at each location. Many users of Library services do not need specialist library staff to be in attendance and where there is this need then it will be possible to arrange appointments, attend at advertised times when specialist staff will be in attendance and/or to provide support remotely via such as “teams” or “zoom”.</p> <p>This option IS being recommended as an interim measure whilst further work is undertaken on identifying co-location opportunities and use of other community buildings.</p>
C	<p>Keep all the main library buildings open but reduce the opening and staffed hours at Langley and Cippenham and reduce the staffed hours at The Curve and Britwell libraries.</p>	<p>Maintaining all current library buildings is one way of enabling our library service to remain at the heart of our localities. Reducing hours that library staff are available for users to engage with will mean that users will have to plan their visit to the library more carefully if they want to see a member of staff and a booking system may be</p>

		<p>introduced to enable this to allow specific tasks to take place (e.g., support using IT).</p> <p>This option will result in reduction in the number of staff working in the library service. There is the opportunity to increase the role of volunteers in some library services.</p> <p>This option is NOT being recommended as an interim model as it is a subset of Option B which is being recommended.</p>
D	<p>Close both Langley and Cippenham library buildings but maintain the staffing and opening hours at The Curve library and at Britwell library.</p>	<p>The Needs Assessment and public consultation demonstrated that residents generally make good use of library buildings, although The Curve is the building used the most both for browsing and borrowing items and for IT use.</p> <p>If Langley and Cippenham Libraries were closed this would mean no specific building in the south of the Borough and would reduce opportunities for residents to walk to a local library building.</p> <p>This option will result in reduction in the number of staff working in the library service. There is an opportunity to increase the role of volunteers in some library services.</p> <p>This option would allow for casual browsing of publications at The Curve and Britwell for longer opening hours than is proposed under B and C, and for continuing to offer a full range of activities and events at both of these locations.</p> <p>This option is NOT recommended as an interim model.</p>
E	<p>Move all library services out of the current main library buildings and re-locate services to be delivered from a range of other locations (and on-line) across the borough.</p>	<p>The Needs Assessment and public consultation demonstrated that residents make good use of current library buildings.</p> <p>Although there has been a shift towards more on-line and electronic borrowing and events from library users, the EIA (Appendix D) demonstrates that some users (notably the visually impaired) may struggle to access library services if</p>

		<p>more elements were moved to our current on-line offer.</p> <p>The Council also delivers physical events from library buildings, some of which or similar cannot currently easily be replicated online. Some of these events can be offered from other community venues and increasingly it is anticipated that on-line alternatives will become more main stream. .</p> <p>This option, to move to alternative buildings within the borough, is not deliverable within 12 months and therefore is NOT recommended as an interim model. Alternative locations will be explored and our on-line offer will be developed to enable future consideration of this option.</p>
F	Make no changes to the current library service	<p>The Needs Assessment demonstrates how people in Slough use library services is changing (e.g., increase demand for on-line services). The public consultation reached residents who do not currently use the library service and it is clear that changes need to be made in future to attract these potential new users.</p> <p>The specific statutory duty relating to library service provision (Public Libraries and Museums Act 1964) is for the local authority to provide a “comprehensive and efficient” library service. The general “best value” duty is for local councils to have regard for a combination of economy, efficiency and effectiveness of services delivered to ensure best value is achieved (Local Government Act 1999).</p> <p>Keeping library services as they are now does not adequately address how we can attract new users, respond to changes in use and demonstrate best value in light of the council’s current financial position.</p> <p>This option is NOT recommended.</p>

G	Increase spending and expand library service	<p>The specific statutory duty relating to library service provision (Public Libraries and Museums Act 1964) is for the local authority to provide a “comprehensive and efficient” library service. The general “best value” duty is for local councils to have regard for a combination of economy, efficiency and effectiveness of services delivered to ensure best value is achieved (Local Government Act 1999).</p> <p>There was no evidence within the Needs Assessment (Appendix A) or the analysis of the public consultation that demonstrate a need to increase spending and expand the library service in order for it to deliver a comprehensive or efficient service. To do so at the present time would not deliver best value.</p> <p>Given the authority’s financial position, the service could only be expanded if other services provided by the Council are reduced</p> <p>This option is NOT recommended.</p>
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1.5 Options A to E were tested during the public consultation. The consultation gave respondents the opportunity to offer alternative models for the council to consider. There were no detailed alternative models proposed, but two general alternatives were suggested, and these have been listed as F and G in the table above.

Background

1.6 In October 2021, Cabinet received a report that included a Needs Assessment for library services, a draft Equality Impact Assessment and details of a public consultation that would run for 12-weeks until 20 January 2022. This report outlines the current situation in relation to Slough’s library service, why a change is being recommended and what consultation will take place.

1.7 The Needs Assessment is attached at Appendix A and highlights some relevant considerations for the library service:

- There is no mobile library service.
- Some of the Council’s children’s centres are used to provide satellite library services for parents and young children.
- The online offer is not well known about, although its use increased during the Covid 19 lockdown restrictions.
- The home library service is under-utilised with a rate of usage below similar areas, for instance Slough’s rate of use is 0.9% per 1000 compared with Reading’s rate of 2.5% per 1000 of the population.

- 44% of visitors attended The Curve and 54% of active borrowers were from The Curve.
- 70% borrowed items from the children's section.
- 67% of IT use is at The Curve, with other buildings making up between 10% and 13.5% each.

Consultation feedback

1.8 A detailed consultation process was undertaken between October 2021 and January 2022. This included an online questionnaire, a brief survey contained within a wider consultation booklet, a number of focus groups and drop-in sessions.

1.9 Appendix E provides more detail about the results of the public consultation. Headline results from the consultation are described below in paragraphs 2.11 to 2.12. Information about the consultation responses is described in paragraph 2.10. To provide some context to the consultation responses:

- Slough total population (2011 Census) is 150,000
- 2019/20: 629,922 visits were made to physical SBC libraries, of these approx. 67,000 visits were to attend an event.
- 2019/20: 17,347 active borrowers in Slough (had borrowed an item during 12-mth period)
- 2019/20: 100,000 e-resources were borrowed, and 500,000 physical resources (books) were borrowed.

1.10 Consultation responses - Between October 2021 and January 2022: -

- 2,522 responses were received on-line
- 36 responses were received in hard copy
- 595 responses were received in response to the "key question" placed in Citizen magazine delivered to all households in December 2021
- 2 on-line drop-in information sessions were held
- 13 real-life drop-in information sessions were held
- 34 presentations were made to community, voluntary and other stakeholder groups

2.10.1 In response to feedback from Cabinet in October a concerted effort was made to engage with children and young people, as well as adults who may struggle to complete a survey. We achieved this by

- Asking all children and young people who visited a library to write a comment about Slough's library service to be shown on display boards at each library (150 responses).
- Making presentations and carrying out workshops at 8 schools (some whole school assemblies and some class/key stage specific assemblies).
- Two workshops held at after-school/Christmas school holiday clubs.
- A workshop with members of Youth Parliament.
- A workshop with students from Creative Academy.
- A workshop for young people hosted by Aik Saath.
- Workshops with specific community groups that support adults.
- Video explaining the consultation made available via YouTube and SBC website. The video was sub-titled to make it easier for people with a hearing impairment to participate.

2.10.2 These workshops, presentations and assemblies engaged with 1995 children and young people. Their feedback, suggestions and ideas are referenced in this report and in Appendix E as a summary of all resident responses.

2.10.3 Ward councillors were invited to respond to the consultation during the main 12-week consultation period. Once the main consultation window had closed all ward councillors were reminded to complete the on-line survey in a week-long extension period for members (21 to 28 January 2022). In the week extension in late January a further 17 responses were received. However, over the whole of the survey period, only 4 respondents ticked the box to say they were responding specifically as a ward member. Councillors also attended some of the on-line and real-life drop-in sessions.

2.10.3 A resident started a petition on Change.org ([Petition · Save our library · Change.org](#)) to save the library building in Langley from closure. By mid-February 2022 there were over 1.300 signatories. The petition specifically mentions the benefits local children derive from having the library at the heart of their community, in a prominent position and close to other educational facilities from a nursery, primary and secondary schools. The petitioner also mentions that school libraries are not able to hold the range of stock that the council library does and that the range of activities held at the library are enjoyed by local children and helps them build friendships outside of their school-based circle.

2.10.4 A report on the background to the review of the library service (including information about the Needs Assessment, Equality Impact Assessment, consultation, and proposed strategic service plan) was presented to the Customer and Community Scrutiny Panel on 2 March 2022 (item 6 “Slough Library Service Plan and new delivery model”). The Panel made two specific comments; the first was to see a copy of the formal response to Unisons comments made as part of the consultation, and the second was to maintain a library building in Langley.

1.11 Key findings from public consultation:

- Slough Borough Council’s library service is highly valued by respondents, across all age groups. 86% of respondents were from current users of the library service, with just over half of respondents saying they use the library service more than 12 times a year. Many respondents commented on the frustration caused by not being able to use the library service as normal due to Covid related restrictions.
- The physical library buildings (and buildings where library services operate from) are seen as valuable community assets. The respondents came from people who mainly used the Curve and Langley library buildings, followed by Cippenham library users. Responses from users of Britwell were low, but this could be contributed to by the fact that the building is currently being re-developed and the service is therefore more limited than usual. Responses from users of satellite library services was low suggesting that this is not a significant contributor to our overall library service. A high number of respondents gave a clear message that having a physical library facility close to where they live/within easy walking distance was very positive. Comments from the survey and the workshops highlighted the benefits of social interactions taking place in libraries and how these strengthened family bonds (especially between parents/grandparents with children) and reduced loneliness.

- 71% of respondents confirmed they used the library service to browse, borrow or return books, with 53% using it for IT services, 32% to attend events, 22% to use the library space and 41% used online services.
- People who used library buildings wanted staff to be present and available to both help with library specific tasks (recommending books, helping with IT etc.) and to increase feelings of safety and security. Concerns were raised about whether libraries would remain safe spaces if no staff were present. There are other means of providing safe spaces and in addition, staff from co-located services and/or volunteers would provide a physical staff presence
- Almost universally the suggestion of introducing “self-service” libraries with no staff on site was unpopular. Concerns were raised about lack of management of library spaces, feelings of insecurity using an un-staffed space, queries about what would happen if machines broke down and the lack of human interaction. However, in practice more than 80% of transactions are via self-serve kiosks and staff from co-located services and/or volunteers would provide a physical staff presence
- Currently on-line library services were used, but even with the shift to 100% on-line delivery during Covid-lockdowns these virtual services were not widely known about. Communication of our on-line offer and development of our on-line offer are key objectives for the next 12 months
- Respondents recognised that opening (and staffing) hours may need to reduce to ensure the service remains efficient and offering good value for money. There were positive comments made about introducing more flexible opening times, especially to have some later evening and Saturday and Sunday opening.
- Respondents were very positive about co-locating other council services and other organisations within library buildings. Some respondents commented that the current co-location of Customer Services at libraries encouraged them to come into library buildings. When thinking about future service delivery there was support for introducing more co-location where this was possible.
- Reasons given for not using library services included the opening times, including lack of opening on Sundays, poor management of other library users, having access to alternative resources from elsewhere and not knowing about availability of online library service.
- There is an acceptance that bringing spending to be in-line with those councils in Slough’s “most similar group” of authorities was sensible.

1.12 A number of suggestions about services respondents were more likely to use in the future include:

- Library at Home service where volunteers bring library books to the homes of residents whose disability means they can’t get to a library building or use click-and-collect.
- Use of on-line and e-resources like researching family history, reading magazines, borrowing e- and audio-books.
- Volunteering opportunities.
- Attending events.

The free text comments flagged the following services respondents would use in the future:

- Accessing materials in non-English language.
- Using other non-library services that are available in the buildings.
- Using spaces to encourage education, learning and training.
- Use of space for socialising.
- Use of community space available for low rent or free of charge.

1.13 Although the survey specifically asked respondents to suggest alternative models of service delivery to be considered, no specific alternative suggestions came forward. Two general alternatives were made; the first was to not make any changes to the current service delivery and the second was to expand the library service.

1.14 The equality monitoring data indicated the more females than males responded and more working age adults than other age groups. This may reflect the data that indicates a high number of current users are parents of early years and school age children.

1.15 To ensure the views of particular groups were captured, the service held a number of focus groups and the feedback from these is included in Appendix F and summarised below:

- Children and young people: respondents wanted to see more books, more activities, space to play and borrow computer games and somewhere to eat in the library buildings.
- The 50 + forum: respondents wanted to see more outreach work and flagged the difficulties with lack of parking at the Curve.
- A men's only group: respondents flagged the option of a chess club, said the layout of the Curve was confusing compared to the previous building and that there was a lack of technical books.
- Carers' forum: respondents requested events that catered to those for whom English was not a first language and said they were not aware of the online offer.
- Voluntary sector: respondents would like to see partner organisations sharing the space, a balance between online and hard copy resources, the option of an online music service, better publicity of new services, online health and wellbeing support. Increased use of volunteers, options to hire out community space at low or no cost, options for corporate sponsorship explored and a coffee shop.

2.16 Two organisational responses were received, which are appended at Appendix G. Slough Museum supported The Curve remaining fully open and staffed to ensure The Curve remained the cultural hub in Slough. Unison raised concerns about how a reduced book fund would be used and the impact of the reduction, asked about a stock policy, flagged that e-resources were not well publicised and that library staff do considerable outreach work and activities which were not well known and that volunteers should not be used to replace paid staff.

2.17 Strategic service plan

The Needs Assessment, Equality Impact Assessment and public consultation provide a wealth of information that has allowed the library service to create a robust strategic framework for delivering the service over the coming 5 years. The strategic service plan describes how eight work streams will support the delivery of 3 overarching aims.

2.17.1 The three overarching aims of the library service over the next 5 years are to:

- Support improved literacy and love of reading for all residents
- Deliver affordable services available to all users
- Support levelling up opportunities for all residents

2.17.2 These will each be supported by the following workstreams:

- High quality support for adults and children to support literacy and encourage a love of reading for pleasure.
- Make sure the right library services are delivered in the right way in the right locations ensuring that the physical building spaces and events are fully accessible, supporting those with additional needs.
- Encourage residents of all ages to make use of our library service to improve their wellbeing and personal development.
- Increased range and diversity of on-line resources and support for residents to use these virtual resources, making sure that no resident is excluded from accessing the on-line world.
- A range of exciting, relevant and enjoyable events hosted by library services.
- Increased opportunities for volunteering in our library service and highly professional volunteers working with all library users.
- Improved collection and use of data to make sure our decisions are based on evidence.
- Strong engagement with residents to help us shape the service and promote events, activities, and library resources.
- We provide and spend a publications budget in line with councils in our most similar group and review our building opening times to ensure value for money.

2.17.2.1 The overarching themes and work streams have been created by considering the results of the Needs Assessment (and Equality Impact Assessment), the public consultation results and financial constraints.

2.18 Reduced publications budget:

2.18.1 The publications budget for 2020/21 was £220,500 which placed Slough as the second highest spending library service across the councils in our most similar group in relation to spend per resident. Sloughs spend on library materials was £1,293 per 1,000 residents and the average across the group was £982 per 1,000 residents.

2.18.2 The savings plan in 2021/22 reduced the publications budget as a one-off saving from £220,000 to £49,500 Recommendation b. brings the publications budget to £90,000 per annum to align our spend just within the CIPFA most similar group rather than towards the top of it.

2.18.3 A reduced publications budget will mean that spend on resources and materials will have to be carefully planned in future years. Currently the library service is able to

take benefits of low cost of hard-copy publications and the same discounts are not yet available for e-resources. For the immediate future it would be inaccurate to assume that digital and electronic resources will be cheaper to purchase than hard copy items.

2.18.4 A high proportion of publications spend will be on books for babies and children as these resources suffer more “wear and tear” than books for young people and adults. This will mean the amount of budget available for books in the general library will be relatively low compared to recent years. The Equality Impact Assessment demonstrates that the Service must continue to provide publications in non-English languages and in formats that are accessible to users with sensory impairments.

2.18.5 The Service may not be able to purchase multiple copies of publications to allow each library to stock at least best-selling books. Users will be able to order particular books that are stocked but the waiting time for when these will be available to loan may increase. The Service will continue to seek out examples of good practice from other authorities to identify ways to mitigate further the impact of a reduced publications budget. This will include looking into joining a consortium. To do this we need to have a firm publications budget agreed so the consortium know how much “buying power” we are bringing, and we will also need to carry out a procurement exercise.

2.19 Reduced opening and staffed hours

2.19.1 Currently the 4 main buildings used to provide the library service are open and staffed for library use for a total of 203 hours per week. The proposal is to reduce the opening hours staffed for library use to 110 hours per week.

2.19.2 The detail of the proposed hours is based on the feedback received from the consultation survey (questions 12 and 13) and comments made in the other engagement activities. Although feedback suggested that self-service only times were unpopular, our data shows that between 80% and 90% of all current library transactions (borrowing, returning books and booking events etc.) happen through the self-service kiosks. All the kiosks have been upgraded recently to make them more user friendly and even less likely to malfunction. This is why every library has proposed times when self-service only is provided.

2.19.3 Appendix H describes the new, proposed opening hours which will be in place until otherwise agreed.

2.19.4 The principles used to draft the proposed hours are:

- ❖ Ensure that there is at least one library building open with staff available each morning.
- ❖ Ensure that there is at least one library building open with staff available each weekday evening.
- ❖ Ensure that all libraries are open and staffed during Saturdays.
- ❖ Where buildings are already open for non-library service delivery, the library self-service kiosks are made available for customers to use.

Currently all libraries have staff available for all the hours they are open (59 hours per week at The Curve, 48 hours per week at the other three library buildings). The proposal will result in the following changes:

The Curve: Open with staff available 40 hours per week. Open for self-service only 18 hours per week.

Britwell: Open with staff available 22 hours per week. Open for self-service only 20 hours per week.

Cippenham: Open with staff available 23 hours per week. Open for self-service only is not currently available but this will be considered further as a matter of urgency.

Langley: Open with staff available 25 hours per week. Open for self-service only is not currently available but this will be considered further as a matter of urgency

2.20 Co-location considerations:

Currently all buildings from which the library service operates from have some formal co-location of services:

The Curve – Library Service, Registrar Service and Community Learning & Skills Service operate from here. There are often external events being held at the building.

Britwell Hub – Library Service, Housing Advice Service and Customer Service operate from here. A new co-located health centre is planned to open in early 2022.

Cippenham Library – Library Service and Customer Service operate from here.

Langley Library – Library Service and Customer Service operate from here.

The Community Learning & Skills Service has expressed an interest in delivering teaching and learning from all locations, both at times when library staff and other services are operating from the buildings and at times when there may not be any other services working on-site. It is likely that Customer Services will align bookable appointment slots for customers at Langley and Cippenham with the times library staff will be on-site.

3. **Implications of the Recommendation**

3.1 Financial implications

3.1.1 This report is seeking approval of the proposed service plan for library services which includes reducing the publications budget and staffing budget to ensure the council continues to deliver a comprehensive and efficient library service and incorporates value for money principles while delivering annual savings of at least £400,000.

3.1.2 There will be a saving of £130,500 from the publications budget. The salary cost of 10.93 FTE is £369,705 which together add up to £500,205. The full salary saving of £369,705 will not be achieved in the first year as the service changes can't be implemented in full by 1 April 2022 and, although we will do all that we can to redeploy staff who are displaced by the changes through staff consultation on restructure, in the unlikely event that nobody could be redeployed then redundancy costs in the order of £85k could be incurred and if so then these would be absorbed within the service budget.

3.2 Legal implications

3.2.1 Library services are provided under the Public Libraries and Museums Act 1964, section 10 of which places a duty on the library authority to provide a: “comprehensive and efficient library service for all persons desiring to make use thereof”. Further detail is provided in the Act as follows:

library authority shall in particular have regard to the desirability -

(a) of securing, by the keeping of adequate stocks, by arrangements with other library authorities, and by any other appropriate means, that facilities are available for the borrowing of, or reference to, books and other printed matter, and pictures, gramophone records, films and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children; and
(b) of encouraging both adults and children to make full use of the library service, and of providing advice as to its use and of making available such bibliographical and other information as may be required by persons using it.

3.2.2 Case law has interpreted what a “comprehensive and efficient” library service may mean in practice. This includes confirming that it does not mean that every resident lives close to a library, instead meaning that the service is accessible to all residents using reasonable means, including digital technologies. An efficient service should make best use of the assets available in order to meet its core objectives and vision, whilst recognising the constraints on council resources. Any decision about the library service should be embedded within a clear strategic framework which draws on evidence about needs and aspirations across the diverse communities of the area. The availability of resources is highly relevant to the question of what constitutes a comprehensive and efficient library service and where reductions are required due to a financial crisis, whether on a local or national level, this should be considered in any review of library services.

3.2.3 The Department for Digital, Culture, Media & Sport (DCMS) has published guidance, which should be considered and followed. The guidance makes clear that a comprehensive and efficient library service will differ between councils and will depend on the needs of each area. It is the role of councillors and local officials to determine how much they spend on libraries and how they manage and deliver their services, but this must be done:

- In consultation with their communities
- Through analysis of evidence around local needs
- In accordance with their statutory duties (these being wider than the specific duty set out above and including wider statutory duties, including duties under the Equality Act and best value duties)

3.2.4 When making public law decisions, the Council should take account of all relevant information, including the statutory framework, the financial position of the Council, the consultation results and the equality impact of the decision. When proposing to change and in particular reduce services it is not uncommon for the majority of respondents to disagree with the proposal. Cabinet should take these views into account but must make a decision that is reasonable taking account and balancing of all relevant information.

3.3 Risk management implications

The following key risks have been assessed and are included in the directorate risk register.

Risk	Rating	Mitigation	Residual risk
Co-location opportunities are not taken up by other services or organisations.	Medium	Delegated authority to Executive Director to explore opportunities and report back to Cabinet.	Medium
The Library Service does not provide a comprehensive and efficient service and the council.	Medium	Throughout the process of carrying out the Needs Assessment, EIA and consultation there has been close liaison with HB Public Law. There have also been regular discussions with Department of Digital Culture, Media and Sport to receive guidance on how to deliver a robust plan. The EIA Action Plan commits the service to carry out regular, light touch surveys of each library building and on-line resources to test and evaluate if usage is being affected.	Low
Increase in waiting times for publications to be available due to limited stock. Mitigated by managing expectations through communications	High/Medium	Identifying good practice from other councils in the most similar group to implement in Slough. This could include, for example, book donation schemes.	Medium/Low

3.4 Environmental implications

3.4.1 Keeping the current buildings used to provide library services open, or use of other buildings similarly located but better suited to shared use, and promoting the on-line services available will reduce the need for users to drive to locations in order to receive library services. Reduction of total number of buildings by co-locating services will decrease energy consumption. The benefit of being able to walk to a local library was mentioned by many respondents to the consultation. Some residents did raise concerns about lack of parking at The Curve, but this location is well served by public transport being less than a 5-minute walk from Slough Bus Station and train station. Bus stops are also close by on Wellington Street, High Street and Windsor Road.

3.5 Equality implications

3.5.1 The library service carried out an Equality Impact Assessment (EIA) in September 2021 as part of the Needs Assessment. This EIA included an action plan to ensure that any equality implications were mitigated and managed. The EIA was updated in light of the public consultation (Appendix D).

3.5.2 The recommendation to operate the library service in the current buildings for a minimum of the next 12-months will address the concern raised by users who were unable to drive or easily use public transport that not having a library within walking distance would reduce their access to the service. The recommendation to consider whether library services could be delivered from other community locations will consider the ease of access for all sections of the community in the final decisions about any new locations.

3.5.3 The recommendation to adopt the service plan will ensure that the service seeks out more volunteers to develop the overall service offer to allow an expansion of the Library at Home service for residents who have disabilities that mean they are unable to leave their homes.

3.5.4 Reductions to the publications budget will mean that careful consideration about what resources to buy to ensure a good range of material for children and babies, non-English readers/speakers, and material for users with sensory impairments (large font, Talking Books etc.) will have to be made. The service management team will continue to seek out best practice from other councils and professional bodies to make sure our service is making appropriate choices of material to stock including procurement options such as consortium purchasing.

3.5.5 Any changes to the workforce will require a separate EIA as part of the council's standard organisational change policy.

3.6 Procurement implications

Not applicable.

3.7 Workforce implications

3.7.1 The recommendations in this report will have workforce implications. These implications include the deletion of some posts, the creation of new part-time and

full-time posts and the creation of new job descriptions and person specifications to ensure the new workforce reflects the new service.

3.7.2 The proposal would result in a total of 10.93 full time equivalent (FTE) posts being removed from the library service establishment. Of this number 4.39 FTE posts (all level 3 Customer Assistants and Weekend Customer Assistants) are currently vacant and would be deleted from the establishment. A staff restructure consultation will need to take place which will aim to find alternative suitable employment for those staff displaced as a result of the service changes. It is hoped that there will be no need for redundancy, but this can't be guaranteed.

3.8 Property implications

3.8.1 Facilities management support will be needed to drive the co-location of the Councils services into a smaller number of buildings / reduce the amount of space used by Council services within buildings. This will inform and be informed by the the Councils Asset Disposal Strategy through which the Council must sell c£600m of assets as part of its Recovery Plan. The buildings from where the Library Service is provided in future may change. Should there be a need to move a library to an alternative building or to co-locate other services into buildings currently used to provide our library service then this would be subject to further Cabinet report(s)

4. **Background Papers**

None

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Changes to Slough Library Services Consultation 2021 Needs Assessment

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Executive summary

This needs assessment has been undertaken to inform the future direction of library provision in Slough and the need to continue to provide a service that is compliant with statutory obligations, is focused on the needs of the community and relevant demographic groups and is delivered within the budget available. The needs assessment outlines the status of Library Service provision for Slough residents, highlighting how we are currently meeting our statutory duty. It also identifies where further improvements or changes are required to ensure the Library Service is relevant, sustainable, affordable, and fit for purpose now, and in the future.

This needs assessment, including any recommendations for change will be presented to Cabinet in October 2021.

There will then follow a public consultation on the assessment and the proposed changes. The results of this consultation will be presented back to Cabinet in February 2022.

Background

The residents of Slough are served by four main library buildings: The Curve cultural hub in the heart of Slough town centre; and three local community hubs in Britwell, Cippenham and Langley. In addition, there are library services offered in Chalvey Grove, Vicarage Way and Wexham children's centres. In line with the Council's localities model, buildings that have library services also have other services offered from them and other uses. There are no mobile library services offered.

Over 600,000 visits are made to Slough's four main library buildings a year, with residents borrowing just under 500,000 items online and hard copy, and 67,000 attending a group reading activity.

Reasons why a review is required

Over the past 5 years the library service in Slough has undergone several incremental changes. Staff structures have been altered, new teams introduced, and others deleted (see Appendix A). We have seen the opening of The Curve in the centre of the town, and we are currently expanding the Britwell Hub which includes a library service along with a brand-new medical centre (opening early 2022). Of course, the impact of Covid-19 on how we deliver library services has also given us a reason to pause and reflect on how we make sure we meet the needs of current and future library users for the coming 5 to 10 years.

Over the same time frame, Slough Borough Council has reviewed and updated its strategic aims and objectives (see [here](#) for information about Slough 2040 Vision). The council has embedded a locality model for all services, moving away from delivering services centrally from a service-specific building to a model of partnership working from a range of locations close to where the need is. Services in each area are being tailored to the needs of the community, we encourage communities to seek out alternative sources of support (often from within the communities themselves) and to access advice and guidance from the council on-line wherever possible. The council is moving away from a model of directly delivering a broad range of services, to directly delivering focused services and enabling other services to be delivered by partners.

The overarching strategic aims for our new library service will reflect these wider aspirations. We need to ensure that in the future our library service is financially sustainable, based on a locality-based model, delivering a range of services in partnership with others and making full use of the available technology.

During 2021 it became clear that the council was facing extreme financial challenges that resulted in the issue of a Section 114 Notice. The notice was issued because the council did not have enough income and reserves to pay for its planned spending. All council departments are now looking at how they deliver services to the public to ensure that best value for money is being achieved.

Nationally, many local authorities have reviewed the library services that they offer. Other councils have reduced the number of library-only buildings, increased and improved working in partnership with the education sector and voluntary and community groups and made best use of technology. Slough will review and refresh its library service to reflect best practice from elsewhere.

These factors mean that we must make sure our library service is fit for purpose in a changing society by asking ourselves a range of questions including: -

- How can we keep the best parts of the alternative ways of working that were adopted due to Covid?
- What parts of our more traditional ways of working do we need to adapt and build on and how can we do this cost effectively?
- How do we make sure our library service meets the needs of our residents including current library users and future or potential library users?

Making any changes

The library service is run and managed by the local authority. Library services are provided under the Public Libraries and Museums Act 1964, section 10 of which places a duty on the library authority to provide a: “comprehensive and efficient library service for all persons desiring to make use thereof”. Appendix B provides more details of this duty.

The Department for Culture, Media and Sports (DCMS) has produced guidance for councils to refer to when deciding if the library service they offer complies with the law (further information and copies of the guidance can be found [here](#)). The guidance makes clear that a comprehensive and efficient library service will differ between councils and will depend on the needs of each area. It is the role of councillors and local officials to determine how much they spend on libraries and how they manage and deliver their services, but this must be done:

- In consultation with their communities
- Through analysis of evidence around local needs
- In accordance with their statutory duties (these being wider than the specific duty set out above and including equality and best value duties)

Local authorities should be able to demonstrate:

- There should be plans to consult with local communities alongside an assessment of their needs (including projections of need)
- Consideration of a range of options (including alternative financing, governance, or delivery models) to sustain library service provision in their area
- A rigorous analysis and assessment of the potential impact of their proposals. A council must be able to evidence the link between the design and delivery of its library service and identified local need.

In 2016 DCMS (via the Libraries Taskforce) published “Libraries Deliver: Ambition for Public Libraries in England 2016-2021” (see [here](#)).

In “Libraries Deliver” the Library Taskforce describe libraries as vital community hubs. They bring people together and give them access to the services and support they need to help them live better. The report lays out an ambition for everyone to choose to:

- ✓ Use libraries because they see clear benefits from doing so.
- ✓ Understand what library services offer, and how they can make the most of what’s available to them.
- ✓ Be introduced to new ideas and opportunities, then given confidence and quick and easy access to tools, skills, and information they need to improve their quality of life.
- ✓ Receive trusted guidance through the evolving information landscape and build the skills needed to thrive in a changing world.

To achieve these ambitions the Libraries Taskforce identified seven outcomes that are critical to local individuals and communities and that library services should contribute to at a local level:

1. cultural and creative enrichment
2. increased reading and literacy
3. improved digital access and literacy
4. helping everyone achieve their full potential
5. healthier and happier lives
6. greater prosperity
7. stronger, more resilient communities

To deliver the aspirations, set out in the “Ambitions for Libraries” document, local councils are encouraged to address the following principles when reviewing and considering their library service:

- Ensure the legal requirements are met
- Understand local needs and let these shape service delivery
- Focus on public benefits and deliver a high-quality experience for the customer
- Take evidence-based decisions
- Support the delivery of consistent England-wide core library offers
- Promote innovation, enterprise and partnership working
- Make sure public funds are used effectively and efficiently.

Library services in England, Wales, and Northern Ireland are also supported by the Arts Council and by “Libraries Connected”.

Arts Council

The Arts Council role is to develop and advocate for libraries. They do not have any statutory responsibilities for libraries; however, they support and encourage library development under four key headings (see [here](#))

1. Place the library as the hub of the community
2. Make the most of digital technology and creative media
3. Ensure that libraries are resilient and sustainable
4. Deliver the right skills for those who work in libraries

Libraries Connected

Libraries Connected is the sector support organisation for libraries partly funded by Arts Council. The organisation works to promote the value of libraries, broker national partnership, share best practice and drive innovation throughout the sector.

Key to library support is the [Universal Library Offers](#) which are critical to a 21st century library service:

Information and Digital – ensure that local communities have access to quality information and digital services, to learn new skills and to feel safe online.

Reading - build a literate and confident society by developing, delivering, and promoting creative reading activities in libraries.

Health and Wellbeing - support the health and wellbeing of local people and communities through services that inform, engage, and connect.

Culture and Creativity - enable local communities to access and participate in a variety of quality and diverse arts and cultural experiences through local libraries.

Whenever a local council is planning and delivering services it must have regard to its wider legal obligations, including the Equality Act 2010 and specifically its public sector equality duty, its Best Value Duty, the Localism Act duties, and the Human Rights Act 1998. This means the council must consider how best to use its limited resources to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness and to consider how different people could be affected by the service and make sure that services are accessible to everyone and meets the needs of different people. A separate, detailed Equalities Impact Assessment (EIA) is available at Appendix C.

Who lives in Slough? (See Appendix D for details by ward)

Age and sex profile: 2011 Census tells us that approximately 150,000 people of all ages live in the borough of Slough. Our population is significantly younger than the England average (our median age is 34.4 years compared with 39.8 years in England). About 10% of our population is aged 65 and over compared to the England figure of approximately 19%. Just over half of our residents are male (50.7%) and just under are female (49.3%).

Ethnic diversity: Slough is one of the most diverse areas in the UK. No single culture or ethnic group is dominant but over 100 languages are spoken.

Disability: In the 2011 Census, 9,322 Slough residents between the ages of 16-64 reported living with a physical disability. Over 1,350 people were also reported to be living with a severe mental health problem. There are an estimated 2,590 people living with sight loss in Slough and 2,696 adults under the age of 65 live with a moderate to severe hearing impairments (more have a profound impairment). Hearing impairments in younger adults in Slough is expected to increase by 20% over the next ten years. Just over 4% of over 65s in Slough have been recorded by their GPs as living with dementia.

Employment: In 2020 the Office for National Statistics estimates that 75% of Slough adults are economically active, compared to 81.6% across the Southeast of UK (and compared to 79.1% across the whole UK). In 2019 the ONS estimates that 10.7% of households in Slough are “workless”, a similar rate for the Southeast (10.2%) and lower than the UK average of 13.9% (see [here](#) for more information).

Education: In 2020 the Office for National Statistics estimates that just over 6% of working age adults in Slough have no formal qualifications, high when compared to other areas in the Southeast of the UK (4.9%). Local people have a lower rate of the higher level qualifications too (NVQ4 and above) at 41.5% compared to both the Southeast (45%) and whole UK (43%) (see [here](#) for more information).

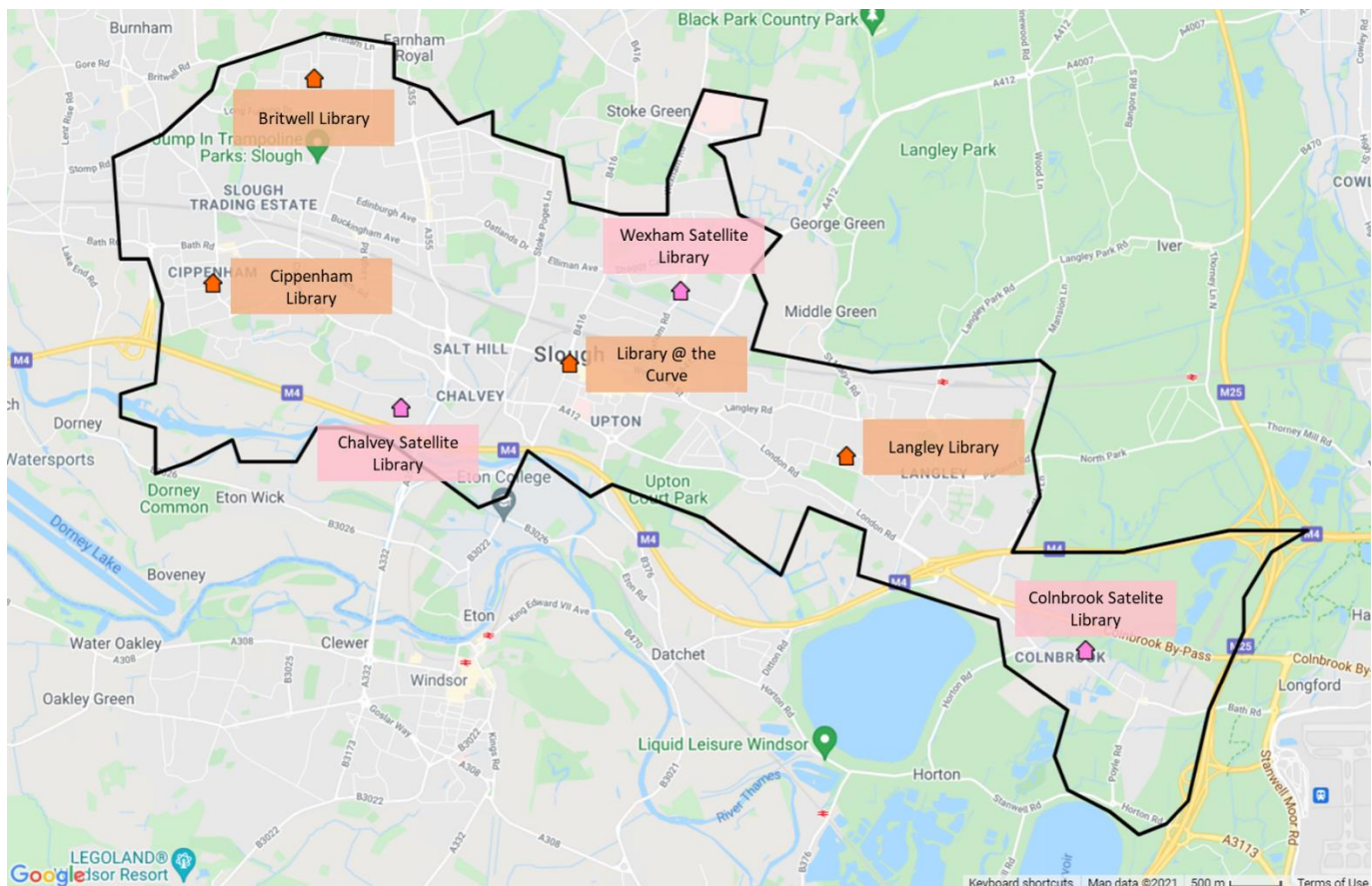
Multiple deprivation: Index of Multiple Deprivation combines seven types of deprivation into a single measure (see [here](#) for more information). This allows us to compare areas with each other across a range of needs and vulnerabilities. Slough has neighbourhoods where there is severe deprivation ranking in the lowest 20% in England. These include areas in Chalvey, Britwell, Elliman and Colnbrook & Poyle wards (see [here](#) for details). The least deprived wards are Langley St Mary’s and Cippenham Green. In general Slough has a higher percentage of children living in poverty compared to the England average and 24% of its older people are living in income deprivation. Poverty, social isolation, and ill-health indicators are all higher than the England average (see [here](#) for more information).

Across England, about ¼ of households have no access to a private car so rely on other forms of transport to move about. In Slough the rate of households without a car is below this England average and sits at just over 23%.

Current library service in Slough

Currently there are 7 buildings with library services within them. Our main, central library building is at The Curve and our other three main library buildings are at Britwell Hub, Langley library and Cippenham library. Our four main library buildings equate to one library building per 37,385 people. This is a lower number of libraries per population compared to the ratio in areas considered most like Slough (see Appendix E for Slough public libraries report from the Chartered Institute of Public Finance and Accountancy [CIPFA] including information about most similar groups).

The three other buildings where library services are delivered are at Chalvey Grove, Vicarage Way and Wexham Children's Centres. These buildings are subject to a children's centre review. See the map below for locations of buildings where library services are currently delivered from.



The library service in Slough offers free access to:

- Physical books for all ages and reading abilities. There are publications suitable for babies, young children, teens, and adults. Books are available in English and foreign languages and for those with sensory disabilities.
- Specialist “Bookstart” packs for babies and toddlers (see [here](#) for more details)
- Home Library service (see [here](#) for more details)
- Downloadable eBooks and eAudio books for children and adults.
- Online versions of newspapers, magazines, local history and learning resources.

- The internet and Wi-Fi connections through public computers and using personal devices.
- Activities and events for children, families and adults including music and rhyme times, story sessions, the national [Summer Reading Challenge](#) Reading Friends scheme, [BBC Novels that Shaped the World](#) and virtual reality experiences both in-person and online.
- Dedicated study space at The Curve.

Our library services also offer volunteering opportunities, spaces for community use, relaxed seating areas to encourage informal socialising and/or quiet reading, visit to schools and nurseries and staff able to guide people through the modern digital landscape.

The Curve library is open 59 hours a week over 6 days (not open on Sundays or Public Holidays).

Britwell library is open 48 hours a week over 6 days (not open on Sundays or Public Holidays).

Cippenham library is open 48 hours a week over 6 days (not open on Sundays or Public Holidays).

Langley library is open 48 hours a week over 6 days (not open on Sundays or Public Holidays).

See Appendix F for details of opening hours of each library.

The table below shows the number of residents living within 1.5 miles of each of our library buildings (2019 population estimates). The children's centres with library services are shaded blue.

	Residents aged 0 – 15	Residents aged 16 – 64	Residents aged 65+	Total number of residents living within 1.5 miles of the library*
The Curve	9,241	23,100	3,009	35,350
Britwell	7,066	15,477	2,406	24,949
Langley	8,390	20,309	3,796	32,495
Cippenham	5,159	12,403	1,900	19,462
Chalvey Grove	4,074	8,963	1,386	14,423
Wexham	4,687	11,215	1,846	17,748
Vicarage Way	2,917	7,806	1,112	11,835

*Residents often live within more than one catchment area, so totals add up to more than population

This means that over 80% of Slough's residents currently live within 1.5 miles of a library building, although some of the buildings offer services targeted specifically at young children and families.

Publication's budget

In 2016 the Press Association estimated (based on FOI requests to every council in UK) that spending on library publications per resident ranged from 5p per head to £1.62 per head. Based on 2020/21 budgets and population estimates, Slough spent £1.47 per head and the median spend per head of population in the UK is 78p per head (Appendix G).

Data from 2018 CIPFA report (Appendix E) suggests Slough libraries spend £1,293 on publications per 1,000 population and this is significantly higher than the councils in the comparator group (average of £982 per 1,000 population). This level of spending puts Slough at 26th highest out of a total of 125 library services across the UK (UK average spend is £1,042 per 1,000 population).

Supporting outcomes for residents

The table below outlines how Slough’s current library offer supports the 7 outcomes described by the Libraries Taskforce.

Taskforce outcome	Slough libraries offer	Customer outcome
Cultural and creative enrichment	<p>Art exhibitions & activities for children, young people & adults (example: Alexander Sadlo exhibition and National Poetry Day activities)</p> <p>Music events & activities for children, young people & adults (example: Story & Rhyme Time and Little Listeners classical music performance)</p> <p>Local author showcases providing a platform for writers to share their work with an audience and network with each other.</p> <p>Author & poet talks and events (example: Slough Summer Reading Challenge Ambassadors – Berkshire writers delivered events to inspire children and provided motivational videos and quotes encouraging them to join the challenge)</p> <p>The library service is an Arts Award Supporter, Artsmark Partner, and member of Slough Cultural Education Partnership</p> <p>Animation workshops</p> <p>Theatre workshops and performances</p> <p>Local history information and resources.</p>	<p>Increased participation in local community activities.</p> <p>Increased exposure to social networks and increased interaction with social networks.</p> <p>Decreased loneliness and isolation.</p> <p>Improved motivation and confidence to take up social, employment, training, or skills-based opportunities.</p> <p>Opportunities for residents to share skills with the community</p> <p>More likely to volunteer.</p> <p>Providing support for partners to deliver cultural experiences for young people</p> <p>Supporting the local creative sector to thrive</p> <p>Inspiration and encouragement for young people to take up creative careers.</p>
Increased reading and literacy	<p>General & specialist book collections.</p>	<p>Improved literacy skills for children, young people and adults.</p>

	<p>Library at Home service.</p> <p>Targeted literacy programmes.</p> <p>Adult literacy support.</p> <p>Reading groups for all ages & abilities</p> <p>Bookstart gifting scheme</p> <p>Story and rhyme time sessions.</p> <p>Reading and literacy events (example: Summer Reading Challenge and Reading Friends)</p> <p>Library tours and presentations for adult learners</p> <p>Reading recommendations (online and in person) and displays</p> <p>Accessible stock in a range of formats (example: digital, audio, multi-sensory, graphic novels, Pictures to Share)</p> <p>Diverse and inclusive stock collections.</p> <p>Hosting class visits to support the school curriculum.</p>	<p>Increased enjoyment of reading for children, young people, and adults.</p> <p>Improved confidence in reading. Instil a love of words, reading and literacy for babies and young children.</p> <p>Promotes and supports development of children's speech and language</p> <p>Expanded range of parent/child bonding skills by using reading aloud.</p> <p>Staff modelling good practice with sharing books and providing advice and recommendations to encourage and enable families to select appropriate books</p> <p>Children supported and inspired to explore books and make choices.</p>
<p>Improved digital access and literacy</p>	<p>Delivery of Adult Learning courses from libraries.</p> <p>Staff act as Digital Champions to guide residents in how to access and use digital platforms.</p> <p>Free use of computers and access to Wi-Fi.</p> <p>Interactive whiteboards at The Curve</p> <p>Children's Coding club</p> <p>Access to Hopster early learning app</p> <p>On-line library service offering eBooks, eAudio and eNewspapers/magazines.</p>	<p>Increased confidence in using digital platforms.</p> <p>Increased comfort using SBC website instead of calling Contact Centre or officers directly.</p> <p>Increased confidence to look for work which requires digital literacy.</p> <p>Improved ability to look for work on-line.</p> <p>Enabling independent access to services.</p>

	<p>Showcasing digital technologies (example: virtual reality, augmented reality, and 3D printing)</p> <p>Self-service kiosks and online access to library accounts</p> <p>Free access to online learning and research resources</p> <p>Use of social media to connect and engage with our audience and raise awareness of our services</p> <p>“Magic Table” specialist equipment providing enriching and stimulating activities for people with disabilities and people with dementia.</p>	
Helping everyone achieve their full potential	<p>Offering reading & literacy support.</p> <p>Signposting to health & wellbeing services/providers.</p> <p>Learning, skills & employability services offered from library buildings.</p> <p>Free access to computers and Wi-Fi to open digital landscape for residents.</p> <p>Quiet study spaces.</p> <p>Volunteering opportunities.</p> <p>Providing advice and resources to learning partners</p>	<p>Increased participation in local community activities.</p> <p>Increased exposure to social networks and increased interaction with social networks.</p> <p>Decreased loneliness and isolation.</p> <p>Improved motivation and confidence to take up social, employment, training, or skills-based opportunities.</p> <p>More likely to volunteer.</p> <p>Improved motivation to study, carry out self-directed learning and research.</p>
Healthier and happier lives	<p>Offer safe & welcoming community spaces available without booking and free at point of use.</p> <p>Specialist book formats.</p> <p>Self-help book collections.</p> <p>Home Library service.</p> <p>Social activities and groups.</p> <p>Health promotion activities.</p>	<p>Increased participation in local community activities.</p> <p>Increased exposure to social networks and increased interaction with social networks.</p> <p>Decreased loneliness and isolation.</p> <p>Improved motivation and confidence to take up social, employment, training, or skills-based opportunities.</p>

	<p>Dementia and Autism friendly libraries.</p> <p>Some library staff trained to communicate using Makaton.</p> <p>Quiet study spaces available.</p> <p>Volunteering opportunities.</p> <p>Staff Making Every Contact Count trained and provide accurate and appropriate signposting</p> <p>Opportunities to get physically active (example: seated exercise, seated yoga and story dancers)</p>	<p>More likely to volunteer.</p> <p>Improved motivation to study, carry out self-directed learning and research.</p> <p>Residents better informed and enabled to make healthy lifestyle choices</p> <p>Reading increases wellbeing, promotes relaxation, improves confidence and self-esteem, and reduces cognitive decline</p> <p>Story times contribute to positive maternal mental health and wellbeing by providing structure, belonging and routine, reducing stress and increasing confidence and developing social and support networks.</p>
<p>Greater prosperity</p>	<p>Adult learning and skills courses delivered from libraries.</p> <p>Staff act as Digital Champions to guide residents in how to access and use digital platforms.</p> <p>Range of social and wellbeing activities.</p> <p>Free use of computers and access to Wi-Fi.</p> <p>Study spaces.</p> <p>Volunteering opportunities.</p>	<p>Increased motivation to learn and/or look for work.</p> <p>Increased motivation and opportunity to study/carry out research.</p> <p>Increased confidence and motivation and decreased isolation and loneliness increasing likelihood of securing employment.</p> <p>Increased confidence in accessing digital platforms to look for work/training and more likely to apply for jobs requiring digital literacy.</p>
<p>Stronger, more resilient communities</p>	<p>Range of reading & literacy support (formal and informal).</p> <p>Free health and wellbeing reading resources.</p> <p>Staff offering signposting to range of local services.</p> <p>Staff are digital champions encouraging users to be digitally literate.</p> <p>Welcoming and supportive staff and safe, welcoming, accessible and comfortable</p>	<p>Increased participation in local community activities.</p> <p>Increased exposure to social networks and increased interaction with social networks.</p> <p>Decreased loneliness and isolation.</p> <p>Improved motivation and confidence to take up social, employment, training, or skills-based opportunities.</p> <p>More likely to volunteer.</p>

	spaces where people can feel connected to their community. Libraries promote community events (example: Great Get Together and Fun Day)	Improved motivation to study, carry out self-directed learning and research. Reading builds empathy – a vital social and emotional skill that increases tolerance and understanding of others.
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Who currently uses Slough libraries?

To understand how the libraries are currently being used, we have looked at data we have about:

- The number of items borrowed at each library¹
- The number of people visiting each library building²
- The number of active borrowers³
- The number of hours public computers are used⁴
- The numbers of people attending activities and events⁵

Across the UK how libraries are used has changed over the past decade. There has been a steady downward trend in borrowing physical books, and in people visiting a library for a variety of reasons including accessing the internet, attending an activity, meetings, and socialising with other people, and using a range of e-resources (Appendix E). Slough's library usage pattern follows these general trends. However, when we compare ourselves to other library services in the 12 most similar authorities (Appendix E), Slough has the third highest number of visits and books borrowed.

The opening of The Curve in 2016 increased the number of visits to our "central library" compared to the library it replaced (located less than 50 meters away but in a 1960s building). The Curve attracts 44% of overall library visits and 54% of all active borrowers take items from here (see Appendix I).

Items borrowed from each library

In Slough (2019/20) just under 500,000 physical books were borrowed/renewed from all our libraries and 70% of these were from our specialised children's sections of libraries. In addition, over 100,000 eBooks and eNewspapers/magazines were borrowed. In 2018/19 (most recent CIPFA data) we were in the top 3 of our 12 most similar councils for items borrowed.

¹ Number of physical books and eResources borrowed and/or renewed via a library membership card. E-Resources include eBooks, eAudio, eNewspapers/magazines.

² Number of people visiting statutory library location for any reason, captured by electronic counters at entrance/exit doors.

³ A library member who has visited and borrowed/renewed at least once in a 12-month period.

⁴ Number of hours public computers are booked to use.

⁵ Number of adults and children attending a specific event organised by library staff.

However, the total number of items available for people to borrow across all our libraries is 150,902 and this puts us 8th in our most similar group. The average book stock levels across the group are 1,127 per 1,000 population and Slough's level is 1,012.

Slough is ranked 4th highest in terms of total number of books purchased for the service and is second for the number of children's books purchased. In 2017 just over 16% of the publications budget was spent on digital materials. This rose to 26% in 19/20 (£164,690 spent on physical books and £60,500 on digital resources). In 2020/21, with libraries in lockdown, spending on digital materials in Slough rose to 51% of the overall publications budget (£110,274 spent on physical books and £117,983 on digital resources).

Our internal finance systems demonstrate that the average cost for libraries of purchasing a physical book is £8 compared to an average eBook cost of £28. Bulk purchasing discounts for libraries are only currently available for hard copy items and not for eBooks.

A recent report from Libraries Connected highlights (pg. 5 Appendix J) the impact on publications budgets of the cost of digital borrowing. In July 2021 they estimated that the costs of digital borrowing added at least 25% to the cost of lending for libraries. Digital content can be an option to supplement physical resources but are too expensive to fully replace hard-copy publications.

The impact of Covid-19 was dramatic in relation to items being borrowed from Slough libraries. From March 2020 to June 2021 all our libraries were either completely closed or only open on a limited basis. In 2020/21 the number of eResources borrowed/renewed rose from 100,000 items in the previous year to almost 300,000 items. Over the same period the number of physical items issued or renewed (online, or in person) dropped from 500,000 to 54,350. This demonstrates that many of our customers were able to shift from using physical libraries to using on-line services.

Before and during lockdown, The Curve remained the busiest for item lending/renewing accounting for 41% of all items issued. Langley accounts for 24% of all items lent, Cippenham accounts for 21% and Britwell only 14%.

Most items (70%) borrowed across all 4 main library buildings are those for babies, children, and young people (100% of satellite library issues are for children and young people).

Number of people visiting each library building

Over 2019/20 the number of people visiting our main libraries increased by 9% compared to the previous year (to a total of 629,922 visits). However, in 2017/18 the total number of visits per year was significantly higher at 705,461.

Our data does not allow us to break down why people visit our libraries or how many individual visitors we had (i.e., we are unable to identify repeat visitors). Cross referencing with data from people attending activities, we know that 67,000 of the 629,922 visits were made to attend an event or activity. Total visits to The Curve will also include people who are visiting the Registrar service, attending a non-library event including exhibitions and productions at The Venue.

The CIPFA comparisons show that in 2018/19 Slough had 4,000 library visits per 1,000 residents which ranks us 3rd in our comparator group. The average across our most similar councils was 3,326 library visits per 1,000 residents. The cost per visit for Slough libraries in 19/20 was low at £2.18 compared to the average across the similar group of council libraries of £3.08.

Some of our library users are unable to access our physical library buildings or our on-line offer (due to age and/or infirmity). To cater for this specific group of users we offer a Home Library Service. Volunteers take library services to residents in their homes where they can borrow, return, and renew items. However, the rate of housebound library users (those who access the library via the Home Library Service) is low in Slough (0.1 per 1,000 population, the second lowest in our CIPFA group) compared to our similar areas. The average for our group is 0.9 per 1,000 and is over 2.5 per 1,000 residents in Reading.

We recognise that this is an area of service delivery that can be improved and expanded to benefit the library service but also to spread the benefits of volunteering to residents.

Number of active borrowers

An “active borrower” is defined as a library member who has borrowed or renewed from a library at least once in a 12-month period. The number of active borrowers in Slough has followed the national trend and declined steadily over the past three years from 20,457 in 2017/18 to 17,347 in 2019/20⁶. However, compared to our CIPFA peers, Slough performs relatively well and is ranked 6th in this group for active borrowers. Just over half (53%) of the active borrowers in Slough are aged under 18 (this detail is not captured by CIPFA so no comparisons can be made).

54% of active borrowers were from The Curve, 20% were from Langley, 15% from Cippenham and 11% from Britwell.

The table below shows the percentage spread of active borrowers from each library from each ward. The wards highlighted in red are those where a main library is situated. For each library the top 3 wards for active borrowers are highlighted in green.

	The Curve library	Britwell library	Cippenham library	Langley library
WARD				
Baylis and Stoke	8.3%	4.3%	1.6%	0.4%
Britwell and Northborough	3.6%	52.4%	5.3%	0.5%
Central	14%	1.4%	0.8%	5.4%
Chalvey	14.4%	1.4%	6.5%	1.0%
Cippenham Green	3.3%	1.7%	45.0%	0.6%
Cippenham Meadows	6.9%	1.3%	20.5%	0.8%
Colnbrook with Poyle	1.9%	0.5%	0.0%	7.7%
Elliman	10.4%	1.8%	0.9%	1.1%
Farnham	7.2%	17.5%	2.7%	0.7%
Foxborough	1.3%	0.0%	0.2%	7.8%
Haymill and Lynch Hill	2.7%	15.2%	14.1%	0.5%

⁶ This is the number of users who have borrowed at least once in the 12-month period as shown by transactions against individual membership cards.

Langley Kedermister	4.2%	0.6%	0.5%	33.8%
Langley St Mary's	3.7%	0.0%	0.4%	24.2%
Upton	9.7%	0.9%	0.5%	14.4%
Wexham Lea	9.1%	1.7%	1.0%	1.3%

The second table (below) highlights the age profile of active borrowers for each library.

	2018/19				2019/20			
	The Curve	Britwell library	Cippenham library	Langley library	The Curve	Britwell library	Cippenham library	Langley library
0-10	2,159 21.4%	1,114 31.7%	925 37%	673 36%	2,395 26%	1,395 40%	1,062 42%	803 43%
11-13	1,383 13%	637 18%	377 15%	349 18.6%	1,188 13%	611 17%	355 14%	333 18%
14-17	1,074 10.6%	403 11.5%	226 9%	225 12%	819 9%	277 8%	179 7%	174 9.5%
18-59	5,028 49.9%	1,247 35.6%	865 35%	584 31%	4,309 47%	1,117 32%	779 31%	489 26.4%
60+	426 4.2%	103 3%	104 4%	45 2.4%	442 5%	113 3%	125 5%	51 3%
Total	10,070	3,504	2,497	1,876	9,153	3,513	2,500	1,850

The number of active borrowers using our 3 community libraries has remained static. However, there has been an almost 10% reduction in the number of active borrowers making use of The Curve. This may be an effect of Covid lockdowns on the town centre; active borrowers using The Curve may have been using the location because of passing-by when they are making use of other town centre facilities.

Use of public computers

Across the 4 main libraries we offer 62 public computers. These are free to use for residents and can be booked for 2-hour sessions (the average session length is 1 hour). All the computers have access to the Internet and Microsoft Office programmes (all upgraded to Windows 10 in 2020). Only library members can book computer sessions.

The Curve has 37 public computers available across the three floors of the building.

Langley library has 10 public computers.

Britwell library has 9 public computers.

Cippenham library has 6 public computers.

In 2018/19 63,896 hours were booked and of those 71% were at the Curve, 11% at Langley, 8.5% at Cippenham and 9.5% at Britwell. Over 66,000 computer hours were booked in 2019/20. Of these 67% were booked at The Curve, 13.5% at Langley, 10% at Cippenham and 10% at Britwell.

Library members can print documents at all 4 libraries for a small fee (30 pence for A4 black and white). Income from printing in 2018/19 was £19,636 which was 42% of the total library income for that year. In 2019/20 the print income was £22,577 which was 45% of the total income received for all libraries for that year. The Curve in 2018/19 made up 58% of that print income, this dropped to 48% in 2019/20.

Free, unlimited Wi-Fi is also available at all libraries. This allows visitors to use their own equipment in the locations and print from their own devices.

The CIPFA comparison with our most similar councils shows that the number of publicly available computers (called electronic workstations by CIPFA) per 100,000 residents is about average for the group in Slough. We have 56.3 computers per 100,000 residents and the group average is 60 per 100,000.

Number attending events and activities

Approximately 67,000 visits to our main library buildings in 2019/20 were primarily to attend an event or activity. These events included:

- Regular, weekly Story and Rhyme sessions for babies and young children
- Lego clubs (at The Curve)
- Summer Reading Challenge activities
- Introduction to “Bookstart” packs and activities
- Author talks
- Poetry evenings
- Reading groups/Book Clubs
- Get Creative and Fun Palace events for children and young people
- Seated exercise programmes
- Choir evenings

Anecdotal feedback from participants describes how these events have helped to reduce feeling of isolation and loneliness. Users comment about how their mental and physical health and wellbeing has been improved by coming to library-based events (Appendix H).

During 2019/20 67,609 adults and children attended library events and activities. Of these, 39% were events at The Curve, 21% were at Cippenham Library, 18% were at Langley and 13% at Britwell.

During the Covid-19 lockdowns, Slough library service moved these activities and events on-line. In general, take up of these on-line resources was low compared to face-to-face activities of previous years. An example of the impact of moving events to on-line only was the national Summer Reading Challenge:

- In 2019 (pre Covid) 3,604 children in Slough took part in the challenge offered from all 4 main library buildings.
- In 2020 (during Covid lockdown) only 200 children in Slough took part in the on-line only challenge
- In 2021 (Covid lockdown restrictions lifting) 1,980 Slough children participated in the face-to-face challenge offered from the 4 main libraries.

Supporting our communities through face-to-face events will remain an important part of our service delivery. A challenge we will rise to is developing a programme of library service engagement within our localities model which may mean taking these programmes out of libraries and into other community settings.

Volunteering at Slough libraries

Slough libraries offer opportunities for volunteering. Volunteers help paid staff deliver services and individual volunteers gain useful skills and health and wellbeing benefits (see [here](#)).

Currently (2021), Slough libraries have 21 volunteers; 17 are general volunteers and 4 specialise in offering a [Home Library Service](#). Our general volunteers offer meeting and greeting at library buildings and offer support at events. In addition to this cohort, we also have several seasonal volunteers who offer their time at specific times of the year. Usually this is school-aged young people completing their Duke of Edinburgh challenge.

Recruiting and retaining volunteers has proved challenging in the past. The Library Service used to have a Volunteer Officer role, but this was removed as part of a council-wide transformation programme in April 2021. The challenge to attract volunteers is not restricted to Slough. Information about our most similar councils reported by CIPFA show that approximately 6% of total hours worked in Slough libraries were worked by volunteers. The average for our group is only 5.6% putting us slightly higher than average.

Recommendations

Based on the issues discussed in the needs assessment the following recommendations are being made.

Ensure that library services are affordable and deliver value for money

According to CIPFA, Slough libraries spend on materials is £1,293 per 1,000 population and this is significantly higher than the comparator group average of £982 per 1,000 population. This level of spending puts Slough at 26th highest out of a total of 125 library services across the UK (UK average spend is £1,042 per 1,000 population).

The comparisons on staffing costs in the CIPFA report are not as useful because since the data collection the number of full-time equivalent staff in Slough library service has fallen by 25% (from 28.78 FTE to 22.22 FTE). This will place the revenue expenditure on staff per 1,000 population below the comparator group average of £5,437 per 1,000 population.

The CIPFA data for building costs for Slough is missing some information so can't be used as a comparison to similar councils. However, Slough libraries spend £125,900 per annum on building costs (for Langley and Cippenham libraries as these are the only stand-alone library buildings).

The council should consider options to improve value for money in terms of the publications budget which should not exclude the option to reduce the budget from £220,500 per annum to between £117,000 and £147,000 per annum to bring us in line with the average spend across the UK (lower figure is taken from 2016 FOI costs for UK and higher figure is from CIPFA comparator group).

In addition, although staff numbers have declined since 2018 there is still scope for the council to assess whether expanded volunteering and embedding the shift (accelerated through Covid lockdown) to digital and self-serve customer service could allow for a reduction in dedicated staff in all library buildings at all times. Part of this review will need to consider the opportunities for services and their staff to co-locate meaning that staff could be more multidisciplinary and deliver a range of support and guidance services for customers.

Ensure library services are accessible and meet local needs

As discussed in recommendation 1 above, there is an opportunity to review the current publications budget as part of the move to ensure the library service is still affordable.

Over the Covid lockdown period the volume of on-line lending activity in Slough rose by 300%, demonstrating a willingness from some customers to move to a predominantly on-line service. However, the Library Connected research suggests that moving to a totally on-line offer can make services less affordable. In addition, the participation in events was significantly lower when they were exclusively offered on-line compared to both face-to-face only and a mix of on-line and face-to-face.

In light of this it is recommended that Slough focusses on planning and delivering a hybrid model of service delivery for both material resources and event delivery.

As mentioned in recommendation 1 there is opportunity to expand the volunteer cohort in libraries which would be a critical resource to allow events and activities to be held in face-to-face settings. The activities on offer need to be carefully planned to serve all members of our community and be explicit in how they will support current library users but also how they will attract new users to the library service. One specific aspect of volunteering which needs to be expanded is the provision and marketing of the Home Library Service to bring the library into the homes of residents who are unable to go to a building.

It is also recommended that the library service reviews the range of locations where different lending and outreach activities could be offered from. An expansion to beyond the traditional library setting into more/different Children's Centres, locality hubs, community buildings, health settings, leisure centres etc could result in an increase in library users and an expansion of the range of communities using and engaging with this important resource.

Support and promote good use of technology including digitalisation of services where appropriate.

Slough Borough Council is moving to a general service delivery model of "digital by default". This move will include the provision of library services, but also creates an opportunity for the library service to be a valued gateway into the digital world for customers who are reluctant to embrace this new technology.

This needs assessment highlights that libraries currently play an important role in promoting eResources whether this is by on-line book borrowing, or by running coding clubs for young people or helping adults access the Internet for free. Libraries in Slough are an important resource to ensure residents are not digitally excluded.

It is recommended that this role undertaken by the library service is enhanced. The council should ensure that there is adequate IT equipment available for residents in community locations, including at libraries. Staff and volunteers across the borough in a range of organisations, including libraries, should be able to provide first level guidance and support to a resident who might be struggling to enter the digital world. Libraries and services delivering post-16 skills and training need to build upon existing links to ensure they work effectively together to promote and deliver digital skills opportunities for residents.

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Slough Borough Council

CIPFAstats Comparative Profile

public libraries

2018-19 Actuals and
2019-20 Estimates

Comparison Group:

- (z) Slough
- (r) Reading
- (k) Luton
- (f) Peterborough
- (w) Thurrock
- (x) Leicester
- (t) Swindon
- (a) Coventry
- (e) Southampton
- (h) Bedford
- (d) Bristol
- (m) Bolton
- (s) Oldham



FOREWORD

I am pleased to be able to present the ninth edition of the CIPFAstats Comparative Profile for Public Library Service.

These profiles provide a comprehensive analysis of public libraries data covering all the major topics collected in the CIPFAstats Public Libraries collection.

This means that there should be something for everyone interested in the running of public library services.

The analysis is simple and non-judgemental. You will not find any quartiles, traffic lights or subjective commentary. Instead the report seeks to visualise the data and to enable readers to draw their own conclusions.

The "Executive Report" acts as a high level summary, but is also designed as an introduction to the whole report. Most readers will find reading through these pages helpful as an introduction to the style and logic of the more detailed pages.

The reports will aid everyone interested in public library services to ask informed questions and come up with informed proposals for how the services should be delivered in the future.

We hope you find this report interesting and helpful. If you have any comments, suggestions or queries then CIPFA would be delighted to hear from you (please see appendix 5 for contact details).

Kind regards,



Ian Watson
Lancashire County Council
Chair of the CIPFA Public Library Statistics Working Party



INTRODUCTION

The aim of the profile is to provide management information for decision makers involved in providing the libraries service. Due to the wide range of topics covered, the report will have a broad appeal and should be of interest to members, librarians and officers.

This profile compares your authority's library service figures from the 2019 CIPFAstats collection with the group of authorities specified on the title page.

This is the ninth year of the profile, CIPFA would greatly appreciate your feedback and suggestions on how we can make the profiles more interesting and useful.

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Executive Summary	Page 4
Section A - Libraries & Library Users	Page 7
Section B - Resourcing	Page 15
Section C - Workload	Page 25
Section D - Stock	Page 31
Section E - Performance	Page 41
Appendices	Page 43

Approach to missing data

81.4% of UK Library Authorities provided data for the 2019 CIPFAstats Public Library Statistics. Authorities who did not provide data are excluded from these comparisons completely.

In a small number of cases authorities have provided totals (e.g. for costs), but not a complete breakdown. In such cases the breakdown has been estimated by techniques such as apportionment or comparison to previous years' figures.

In a small number of cases authorities have not provided other pieces of information. Where CIPFA felt this value was important an estimation has been made. In no cases does this estimated data constitute more than 15% of the data used in a comparison.

Should any authority not be fully happy with estimates provided for their authority we will be very happy to produce a new report for them using new data supplied by that authority.

If you have any queries about our approach please do not hesitate to contact us: libraries@cipfa.org

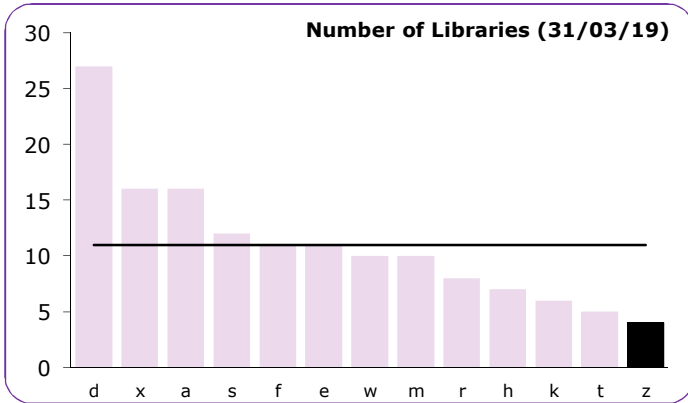
Please note that for 2019, Bournemouth & Poole provided a joint return. Resulting from this, some of the averages for the 5 year trend tables and charts may differ slightly from previous years.

EXECUTIVE SUMMARY

Comparing Slough with 12 Other Library Authorities

This summary provides an overview of the key indicators from the main report along with a few points of current interest, showing how your authority's library service compares against other authorities. Unless specified otherwise all data relates to 2018-19 Actuals.

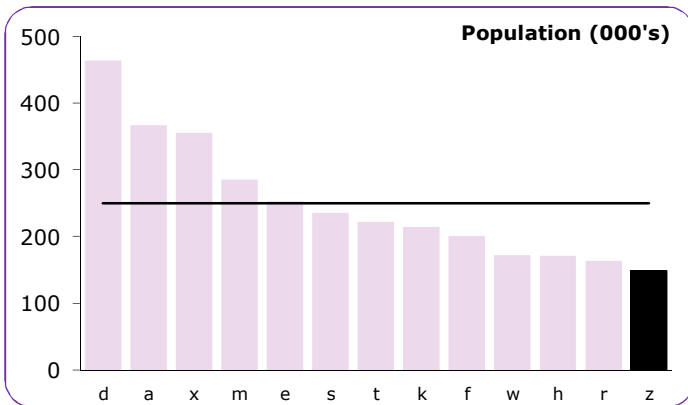
A: Libraries and Library Users



The chart on the left compares the number of libraries your authority has with the other authorities in the comparison. Slough has 4 libraries (the bar highlighted in black) compared to an average of 11 libraries (as shown by the horizontal line). Each pale bar represents one of the authorities in the comparator group.

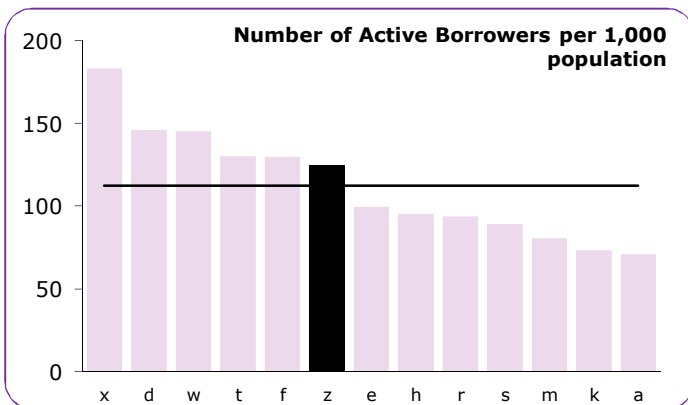
Slough has one of the lowest numbers of libraries within the group giving an indication of the scale of the library service.

For more information about this type of chart please see appendix 1.



Population is an important figure in this report as we use it as a denominator to adjust for the size of the authority (see next chart).

Slough is the smallest of the 13 authorities compared here (in terms of population).

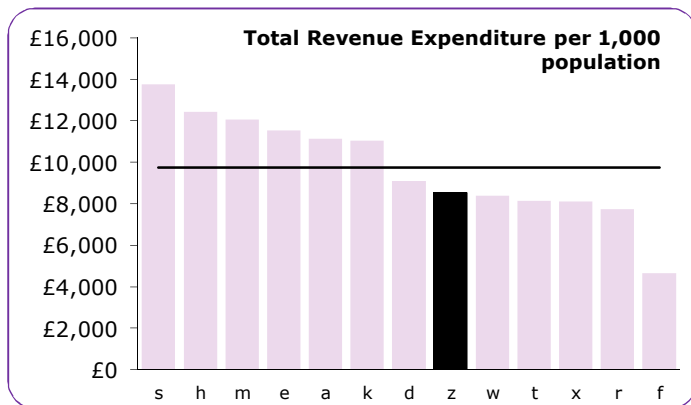


The number of active borrowers per 1,000 population is a key indication of how well the library service engages with the public.

Slough is within the higher quartiles suggesting that the library service engages well with the population when compared to the other authorities.

Please see appendix 1 for further details on quartiles.

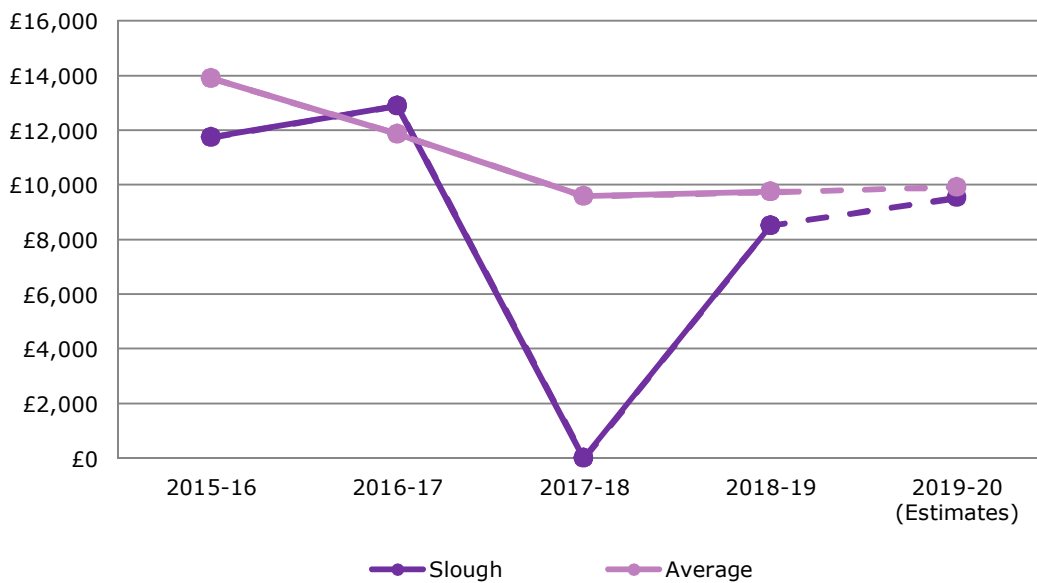
B: Resourcing



Total revenue expenditure per 1,000 population is a key cost indicator. Figures in the graph opposite are 2018-19 actuals.

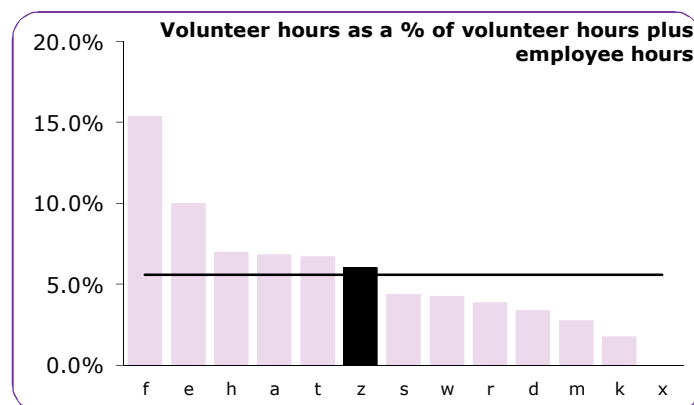
Slough comes out as being at the middle of the comparison, which suggests that its costs are similar to the group as a whole. It may be worthwhile looking at the authorities who are cheaper to see if there is anything it can learn from their approaches.

Total Revenue Expenditure per 1,000 population: Time Series



The line chart plots the total revenue expenditure per 1,000 population over the last four years and shows the estimated figure for 2019-20. The population figure used for all years is the mid-year 2018 figure, so the changes in value relate to changes in expenditure only.

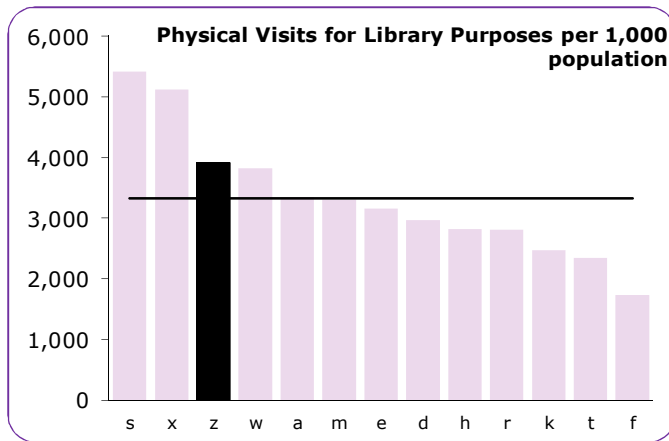
For most authorities an increase can be seen in the 2019-20 estimates.



One well publicised approach that library authorities are taking is using volunteers.

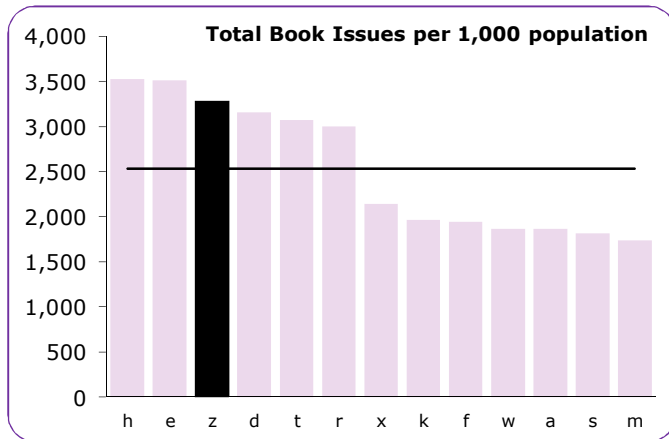
Slough had 6.0% of 'worked hours' provided by volunteers in 2018-19 compared to an average of 5.6%.

C: Workload



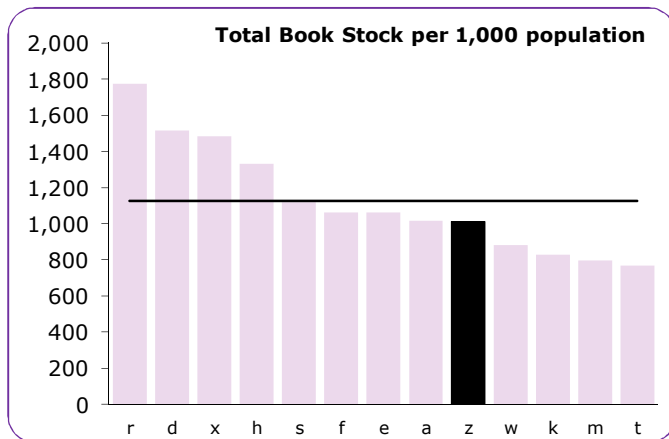
The number of visits per 1,000 population is a strong indicator of workload faced by the authority.

It is also another measure of engagement and offers a more complete picture as it will include other reasons for visiting the library as well as borrowing.



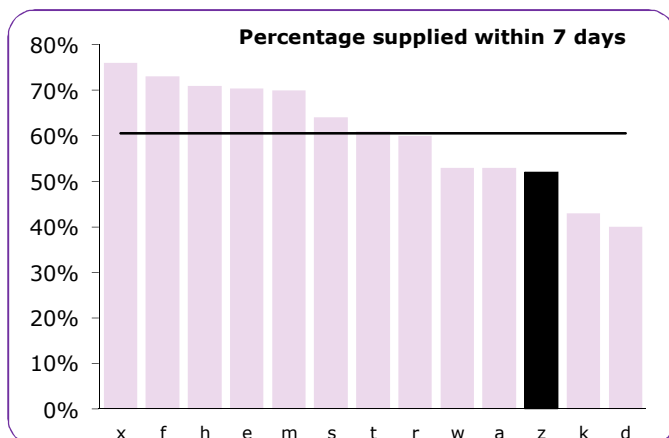
This chart compares another core library activity, providing an indicator for both workload and the demand placed on the library book stock.

D: Stock



This chart compares the overall book stock level of the library service.

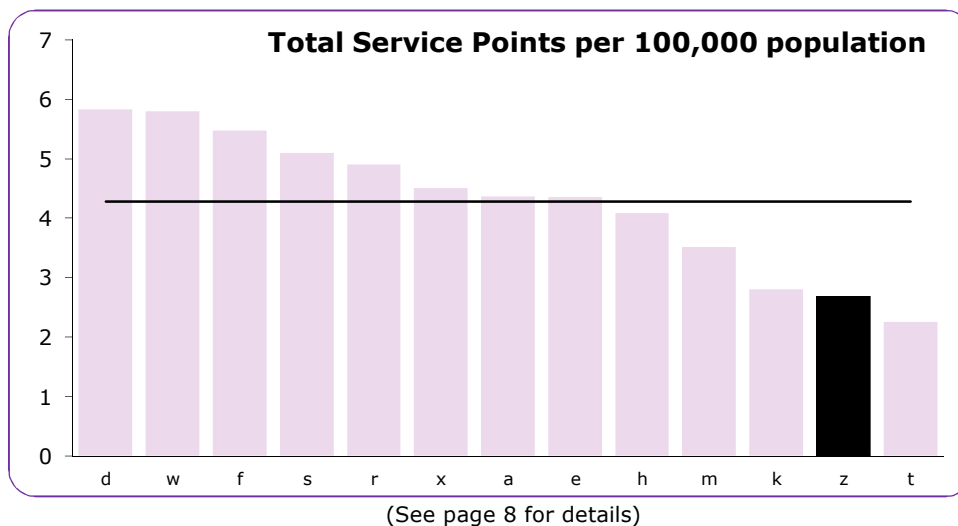
E: Performance



Slough successfully supplied 52% of book requests within 7 days of request. This was at the low end of the authorities compared.

SECTION A: LIBRARIES AND LIBRARY USERS

This section compares the information on numbers of libraries, opening hours, library users, visits and electronic access.



Section Contents

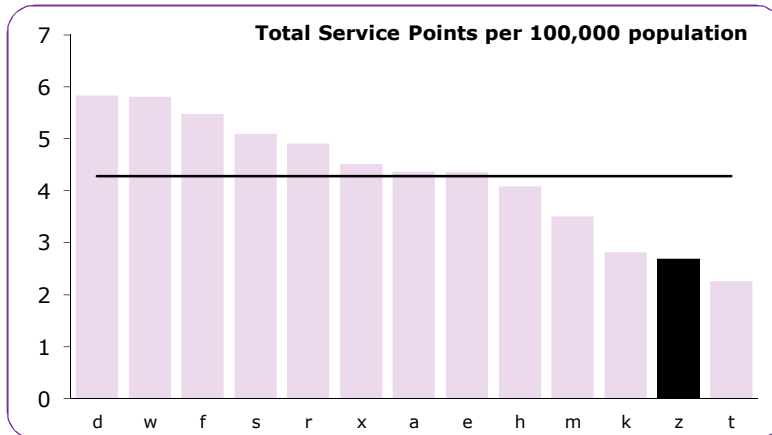
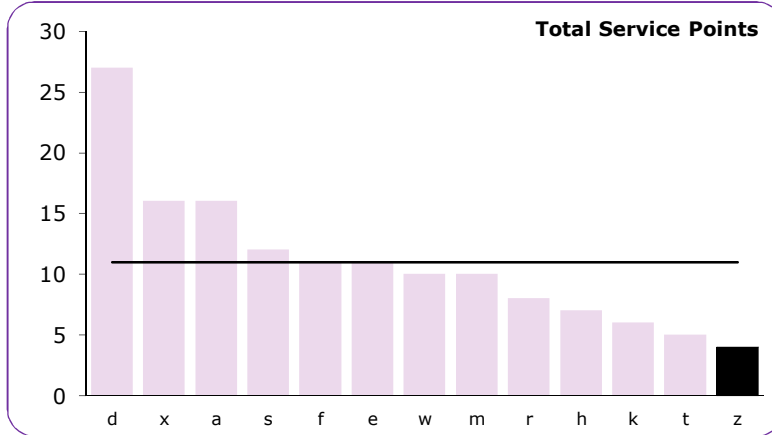
Page 8	<p>A1: Service Points</p> <ul style="list-style-type: none"> Number of service points Busiest service points Library opening hours staffed / unstaffed Libraries opened / closed
Page 10	<p>A2: Population Density</p> <ul style="list-style-type: none"> Comparisons for static & mobile libraries % authorities without mobile libraries
Page 11	<p>A3: Opening Hours</p> <ul style="list-style-type: none"> Distribution of opening hours Opening hours at busiest service points
Page 12	<p>A4: Library Users</p> <ul style="list-style-type: none"> Number of active borrowers Number of housebound readers Number of visits Electronic counters Visits to website
Page 14	<p>A5: Electronic Workstations</p> <ul style="list-style-type: none"> Number of terminals Number of hours available & recorded Public wi-fi access

A1: Service Points

at 31 March 2019

	Number	/ 100k pop	Average
Mobile Libraries	0	0.0	0.2
Static Service Points	4	2.7	4.5
Total Service Points	4	2.7	4.3

	Authority	Average
Population	149,100	250,208



Source: CIPFA Public Library Statistics 2019 - Cells 1 to 45, ONS Population Estimates Mid 2018

Busiest Service Points

2018-19 Actuals

Busiest Service Point (Issues):

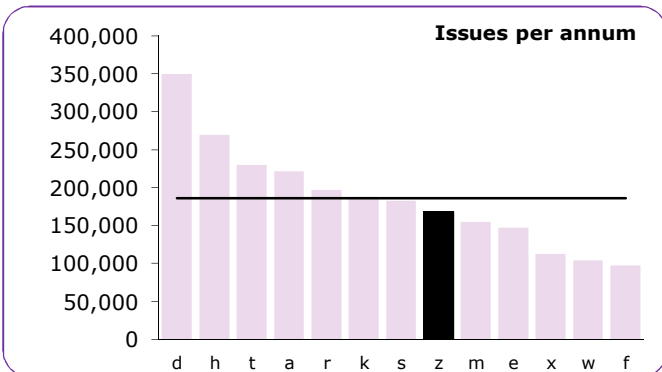
The Curve, Slough

	Authority	Average
Issues per annum	167,494	185,772

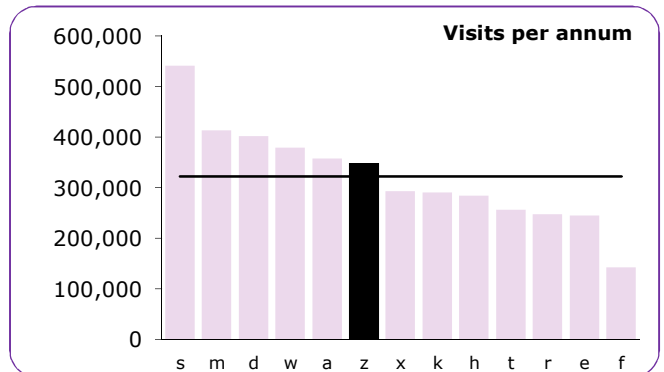
Busiest Service Point (Visits):

The Curve, Slough

	Authority	Average
Visits per annum	348,520	322,362



Source: CIPFA Public Library Statistics 2019 - Cells 50 & 51

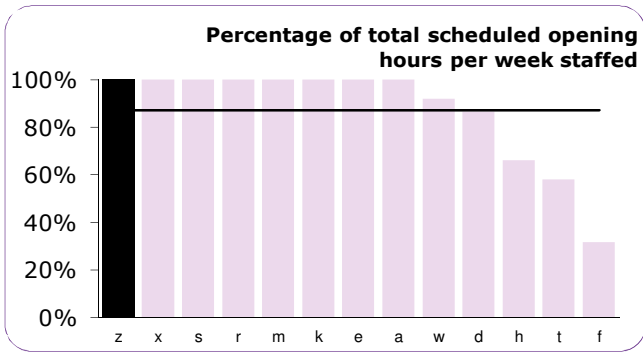


Source: CIPFA Public Library Statistics 2019 - Cells 52 & 53

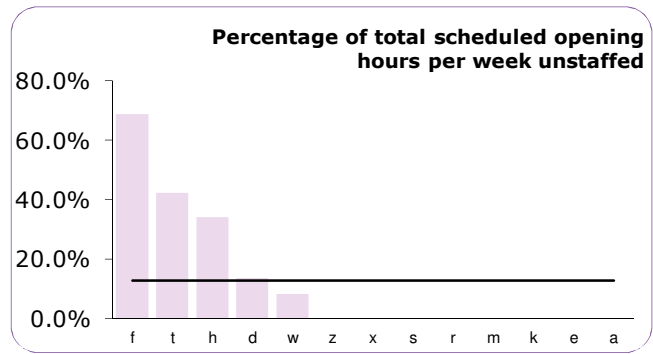
A1: Service Points (continued)

2018-19 Actuals

Percentage of Opening Hours Staffed / Unstaffed



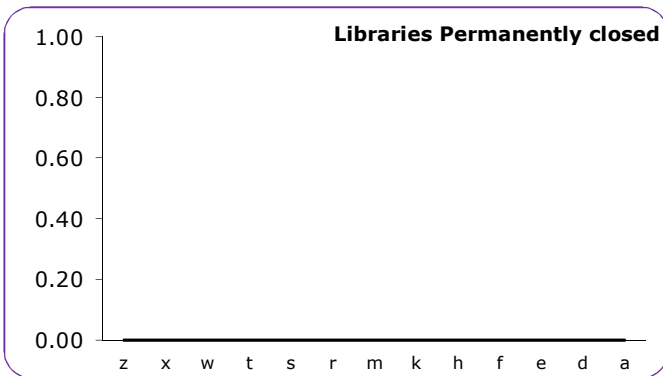
Source: CIPFA Public Library Statistics 2019 - Cell 46



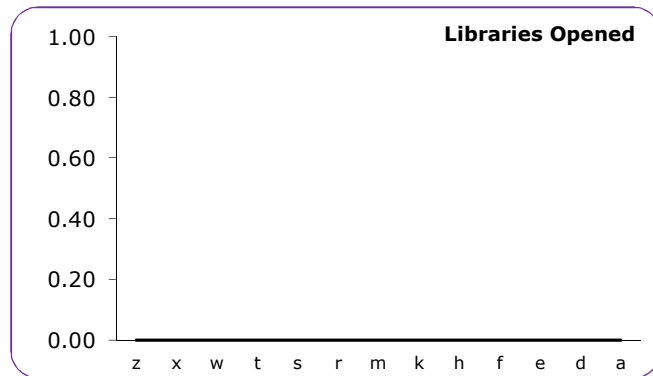
Source: CIPFA Public Library Statistics 2019 - Cell 47

Library Opening/Closures

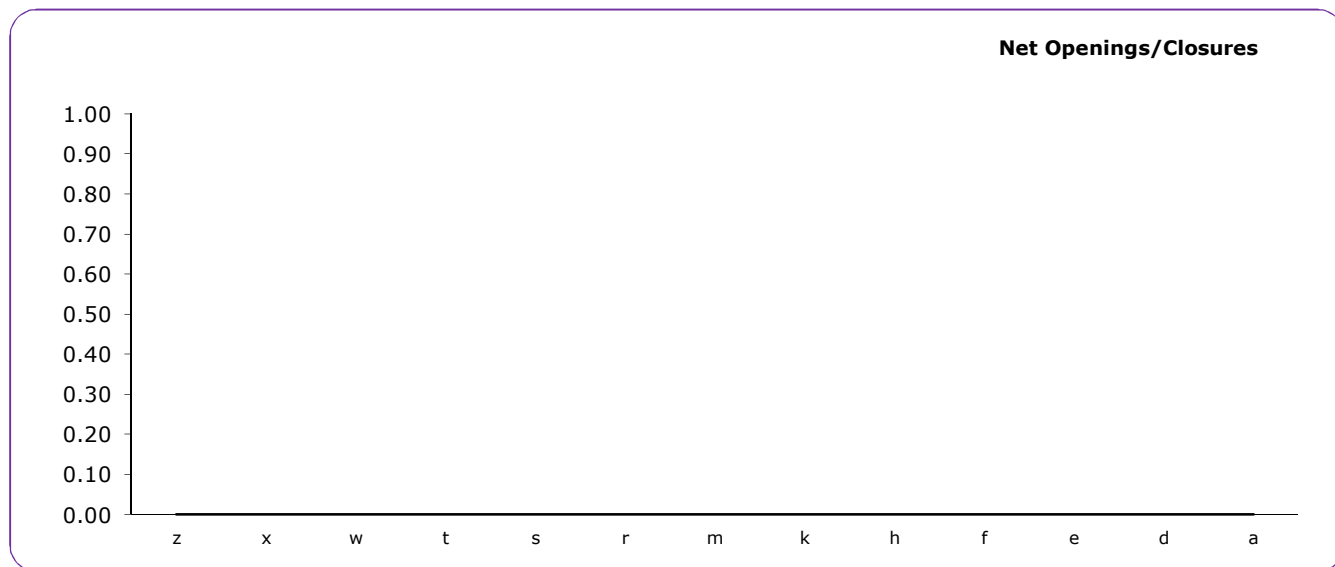
	Authority	/100,000 pop	Avg
Libraries Closed	0	0.0	0.00
Libraries Opened	0	0.0	0.00
Net Library Openings	0	0.0	0.00



Source: CIPFA Public Library Statistics 2019 - Cell 48



Source: CIPFA Public Library Statistics 2019 - Cell 49



A2: Population Density

2018-19 Actuals

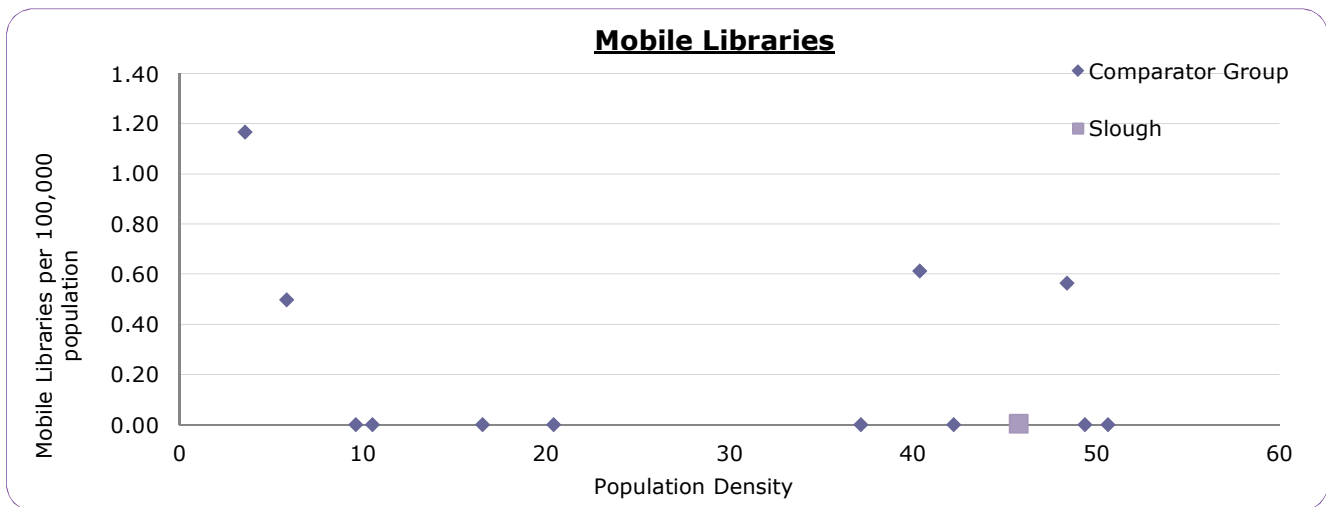
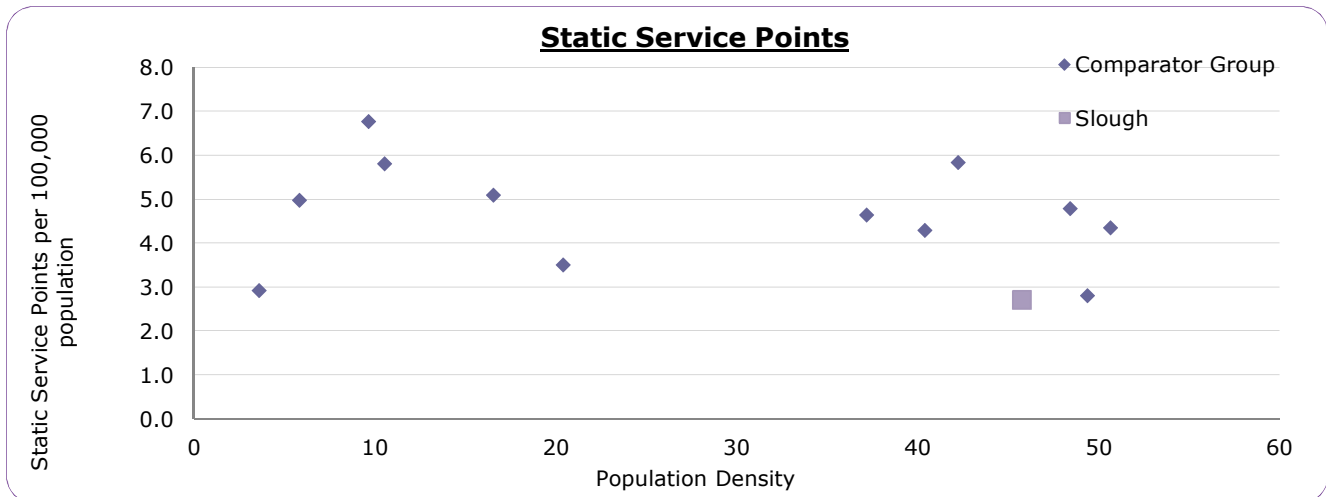
Population Density and Number of Service Points

In urban areas of high population density a small number of service points will be able to provide service to a large population. In rural areas more service points will be required to enable the population to have easy access.

The scatter plots below compare these two factors. For all UK library authorities it can be seen that as population density increases (on the horizontal axis), the number of libraries per 100,000 population tends to be lower.

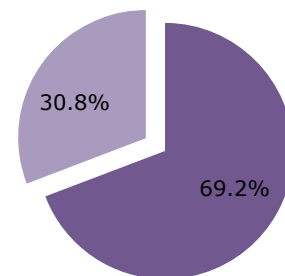
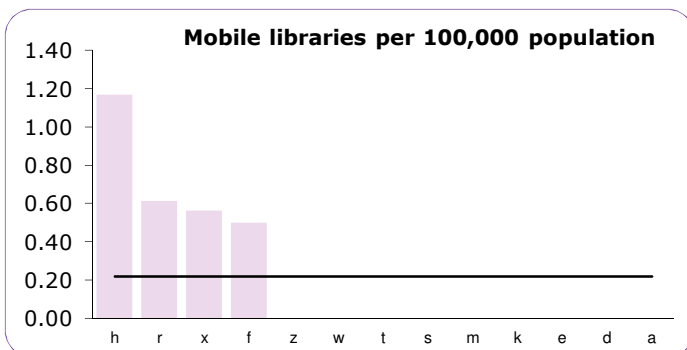
As these charts are strongly effected by outliers, values for population density are capped at 120 and service points per 100,000 population capped at 18.0 and 3.0 for static service points and mobile libraries respectively.

	Authority	Median
Population Density	45.8	37.2



Mobile Libraries

	Number	/ 100k pop	Average
Mobile Libraries	0	0.0	0.2

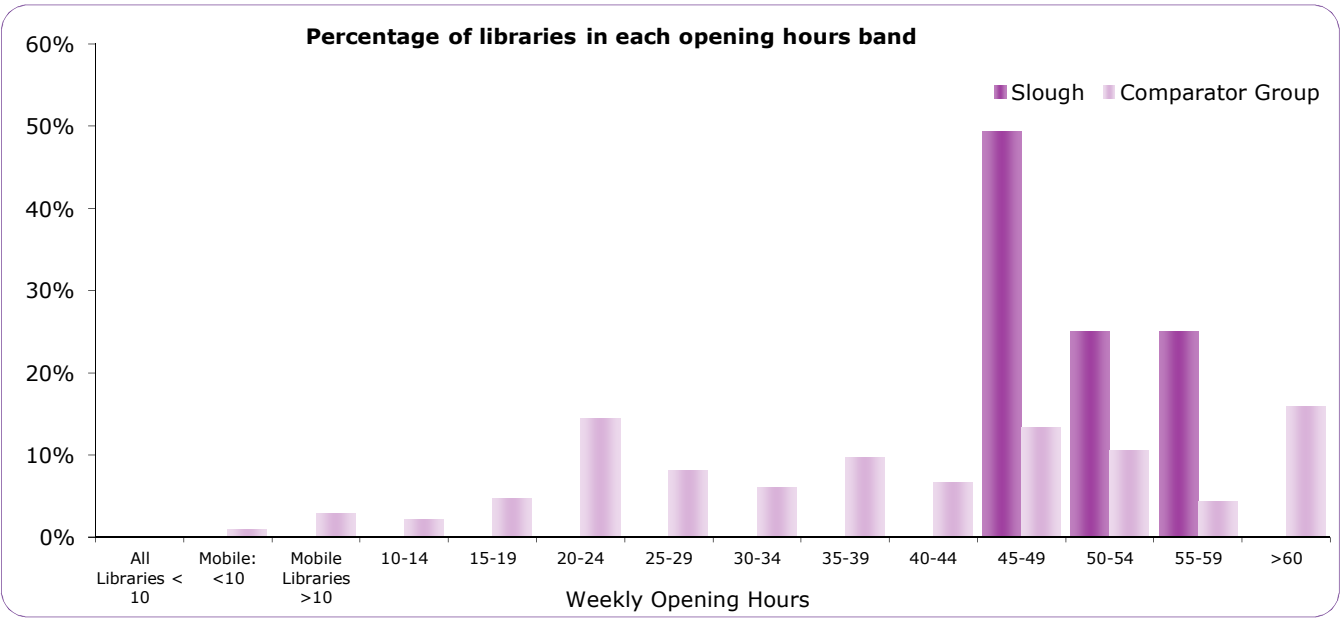


- % Authorities with no mobile libraries
- % Authorities with mobile libraries

A3: Opening Hours

2018-19 Actuals

Hours Open	Statutory		Service Points Non-Statutory		Total		/ 100,000 population		% in Each Band	
	Authority	Average	Authority	Average	Authority	Average	Authority	Average	Authority	Average
All Libraries: < 10	0	0	0	0	0	0	0.0	0.0	0.0%	0.0%
Mobile: <10	0	0	0	0	0	0	0.0	0.0	0.0%	1.0%
Mobile: >10	0	0	0	0	0	0	0.0	0.1	0.0%	2.9%
Static: 10-14	0	0	0	0	0	0	0.0	0.1	0.0%	2.2%
Static: 15-19	0	0	0	0	0	1	0.0	0.0	0.0%	4.7%
Static: 20-24	0	2	0	0	0	2	0.0	0.7	0.0%	14.5%
Static: 25-29	0	1	0	0	0	1	0.0	0.4	0.0%	8.1%
Static: 30-34	0	1	0	0	0	1	0.0	0.3	0.0%	6.1%
Static: 35-39	0	1	0	0	0	1	0.0	0.4	0.0%	9.7%
Static: 40-44	0	1	0	0	0	1	0.0	0.3	0.0%	6.7%
Static: 45-49	2	1	0	0	2	1	1.3	0.5	50.0%	13.4%
Static: 50-54	1	1	0	0	1	1	0.7	0.4	25.0%	10.5%
Static: 55-59	1	0	0	0	1	0	0.7	0.1	25.0%	4.4%
Static: >60	0	1	0	0	0	1	0.0	0.6	0.0%	15.9%
Total	4	11	0	1	4	12	2.7	4.0		

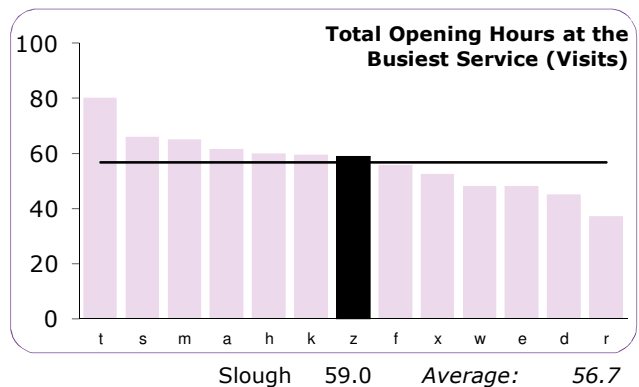
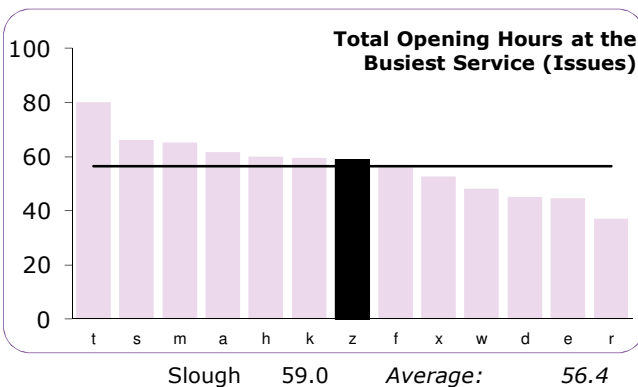


Source: CIPFA Public Library Statistics 2019 - Cells 1 to 45

Opening Hours - Busiest Service Points

Busiest Service Point (Issues): **The Curve, Slough**

Busiest Service Point (Visits): **The Curve, Slough**

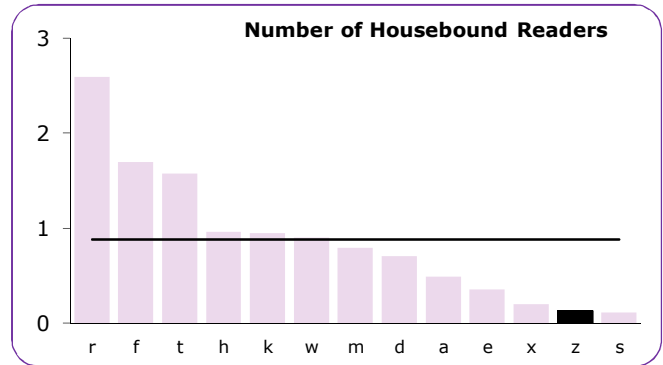
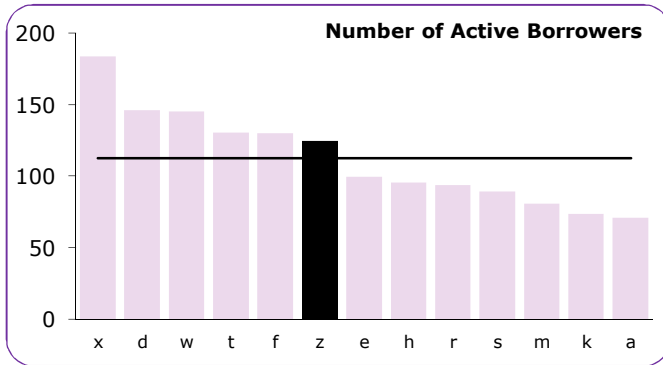


Source: CIPFA Public Library Statistics 2019 - Cells 50 to 53

A4: Library Users

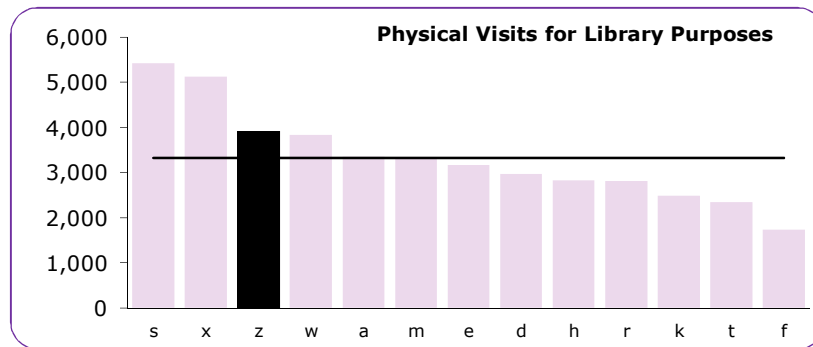
2018-19 Actuals

	Number	/1,000 pop	Average
Active Borrowers	18,561	124	112
Housebound Readers	20	0.1	0.9

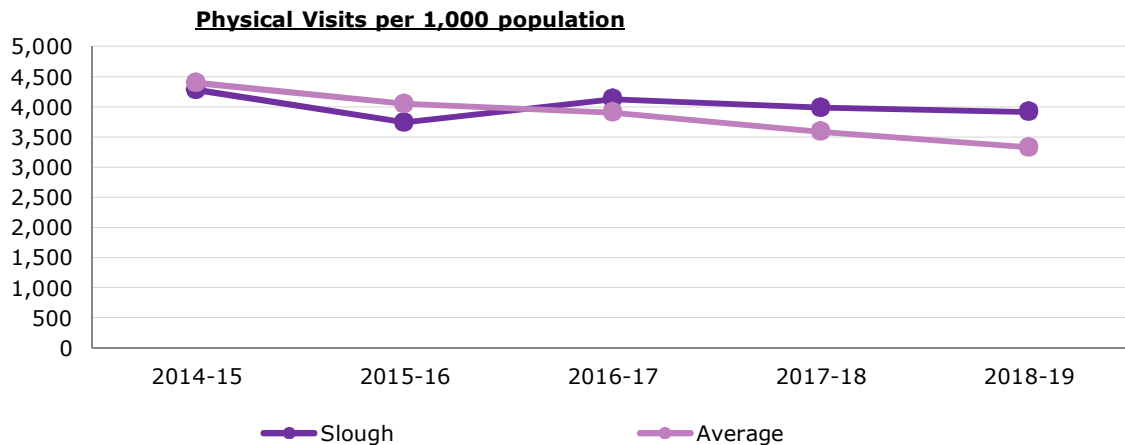


Source: CIPFA Public Library Statistics 2019 - Cells 122 & 123

Physical Visits for Library Purposes



Physical Visits	Number	per 1,000 pop	Average
2014-15	618,423	4,277	4,393
2015-16	544,969	3,740	4,046
2016-17	607,215	4,125	3,906
2017-18	592,391	3,981	3,584
2018-19	584,003	3,917	3,326

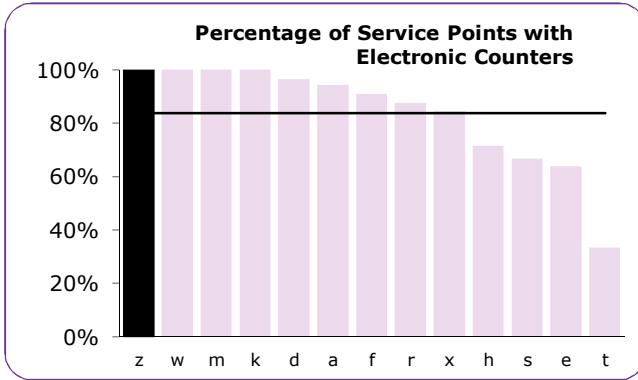


Source: CIPFA Public Library Statistics 2019 - Cell 124

A4: Library Users (continued)

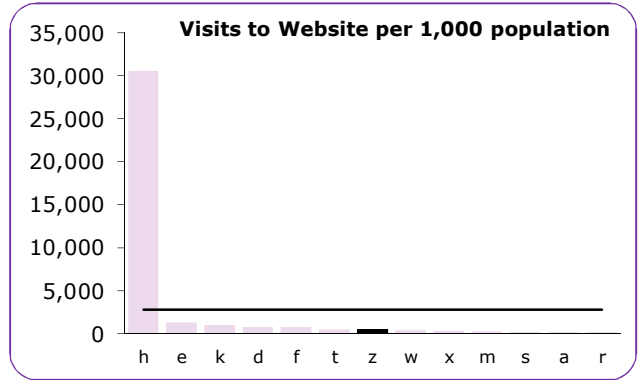
2018-19 Actuals

	Authority	Average
S.P. with Electronic Counters	100%	84%



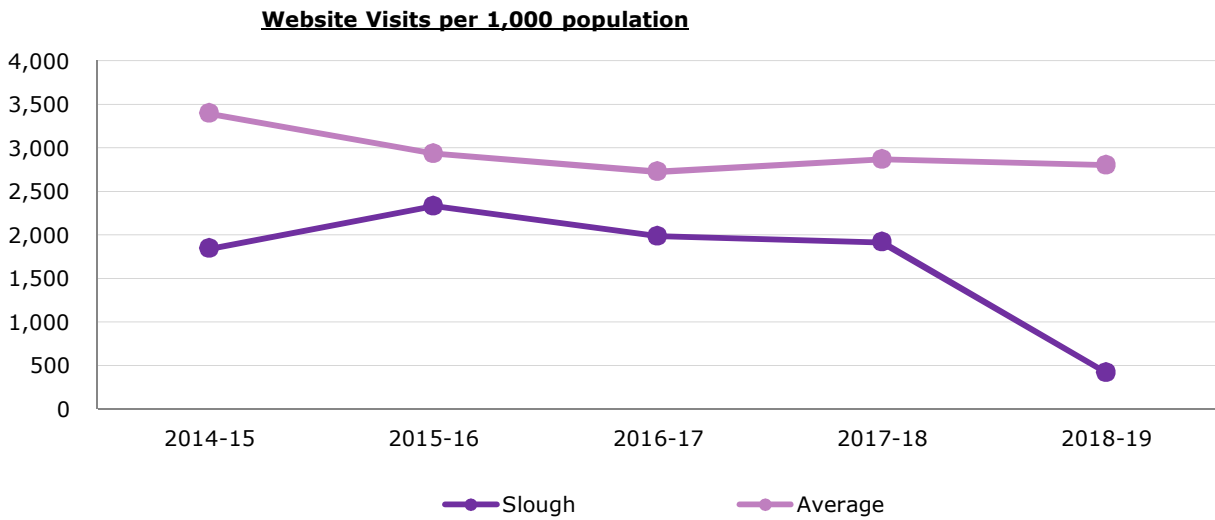
Source: CIPFA Public Library Statistics 2019 - Cell 127

	Number	per 1,000 pop	Average
Visits to Website	62,220	417	2,801



Source: CIPFA Public Library Statistics 2019 - Cell 128

Website Visits	Number	per 1,000 pop	Average
2014-15	265,996	1,840	3,392
2015-16	339,565	2,331	2,932
2016-17	292,225	1,985	2,725
2017-18	285,091	1,916	2,867
2018-19	62,220	417	2,801

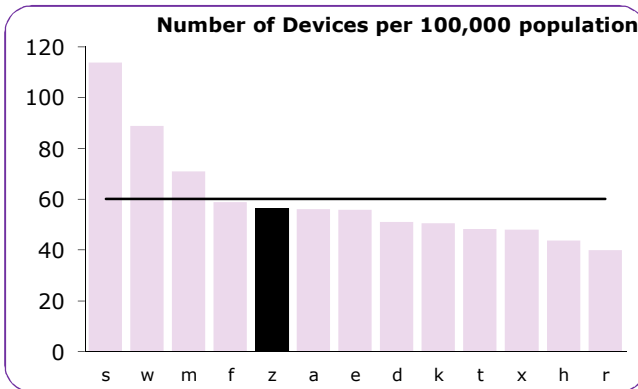


Source: CIPFA Public Library Statistics 2019 - Cell 128 and equivalent for previous years

A5: Electronic Workstations

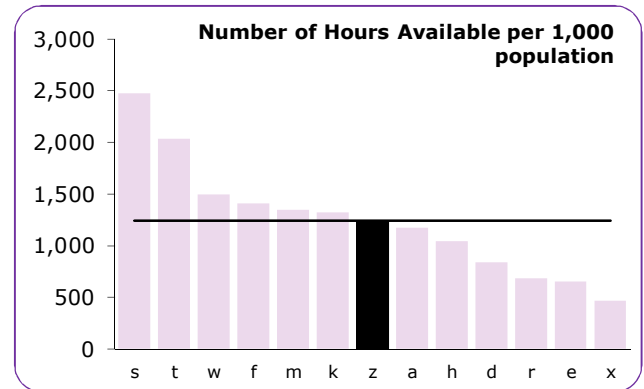
2018-19 Actuals

	Number	per 100,000 pop	Average
Terminals	84	56.3	60.1



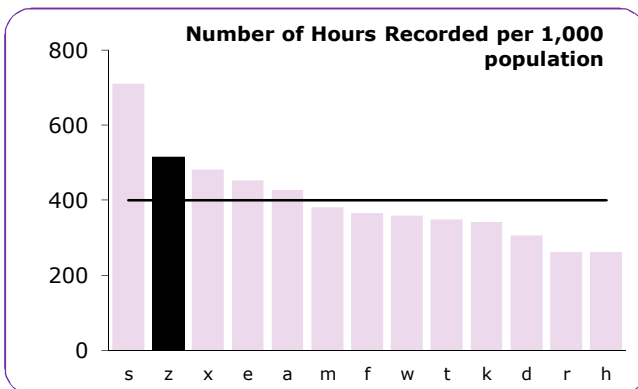
Source: CIPFA Public Library Statistics 2019 - Cell 54

	Number	per 1,000 pop	Average
Hours Available	185,513	1,244	1,243



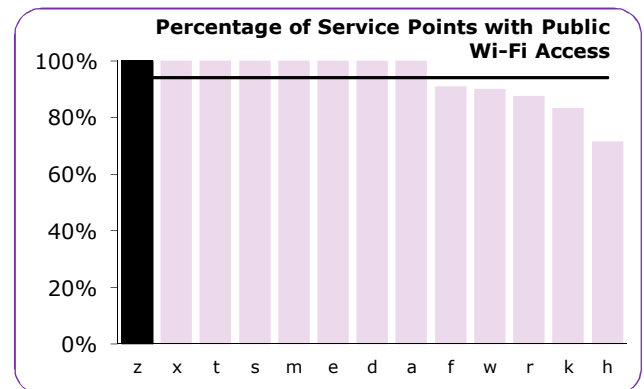
Source: CIPFA Public Library Statistics 2019 - Cell 55

	Number	per 1,000 pop	Average
Hrs Recorded	76,738	515	400



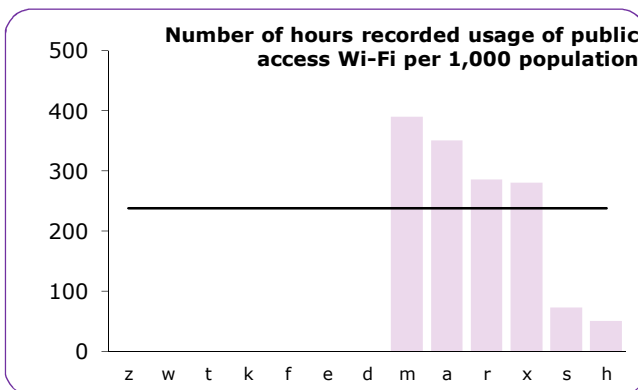
Source: CIPFA Public Library Statistics 2019 - Cell 56

	Authority	Average
Service Points with Wi-Fi Access	100%	94%



Source: CIPFA Public Library Statistics 2019 - Cell 57

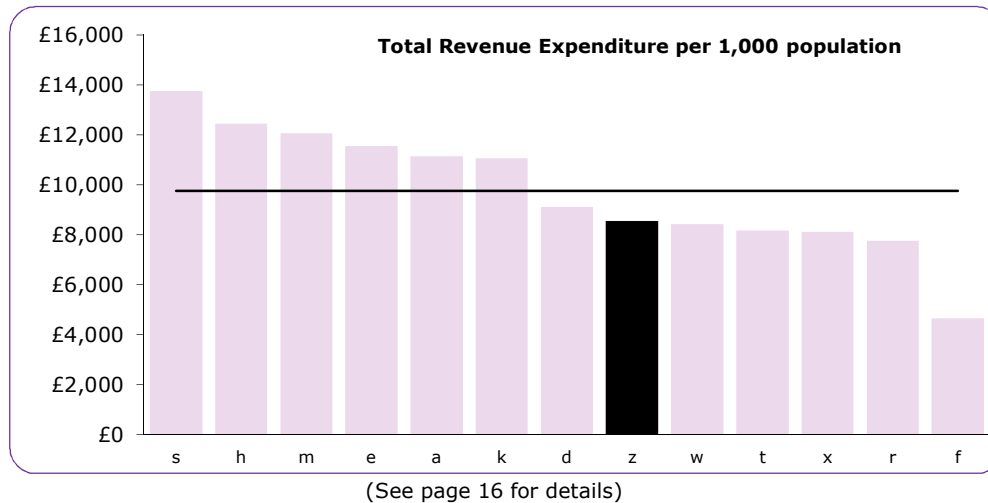
	Number	per 1,000 pop	Average
Hrs Recorded	na	na	238



Source: CIPFA Public Library Statistics 2019 - Cell 58

SECTION B: RESOURCING

This section examines levels of expenditure, staffing and the use of volunteers.



Section Contents

Page 16

B1: Financial Information (Actuals)

Net expenditure, revenue expenditure & income
 Revenue expenditure breakdown
 Revenue income breakdown

Page 20

B2: Cost Indicators

Various cost indicators

Page 21

B3: Financial Information (Estimates)

Net expenditure, revenue expenditure & income
 % expenditure on staff and materials

Page 22

B4: Staffing

Staff per 100k population
 Professional & other paid staff
 Staff costs per employee

Page 24

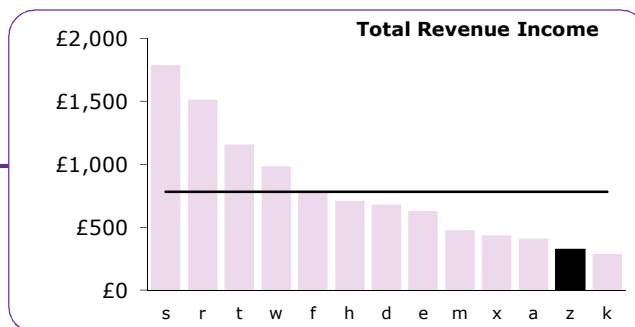
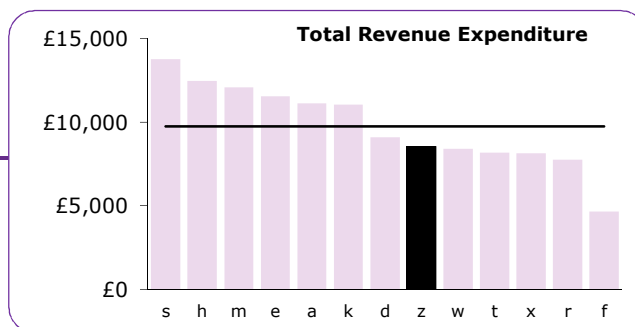
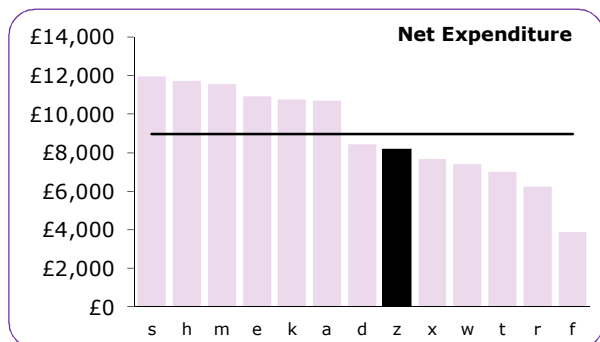
B5: Volunteers

Analysis of numbers and hours

B1: Financial Information (Actuals)

2018-19 Actuals	£	per 1,000 pop	Average
Revenue Expenditure	1,270,493	8,521	9,743
Revenue Income	(48,406)	(325)	(784)
Net Expenditure	1,222,087	8,196	8,960

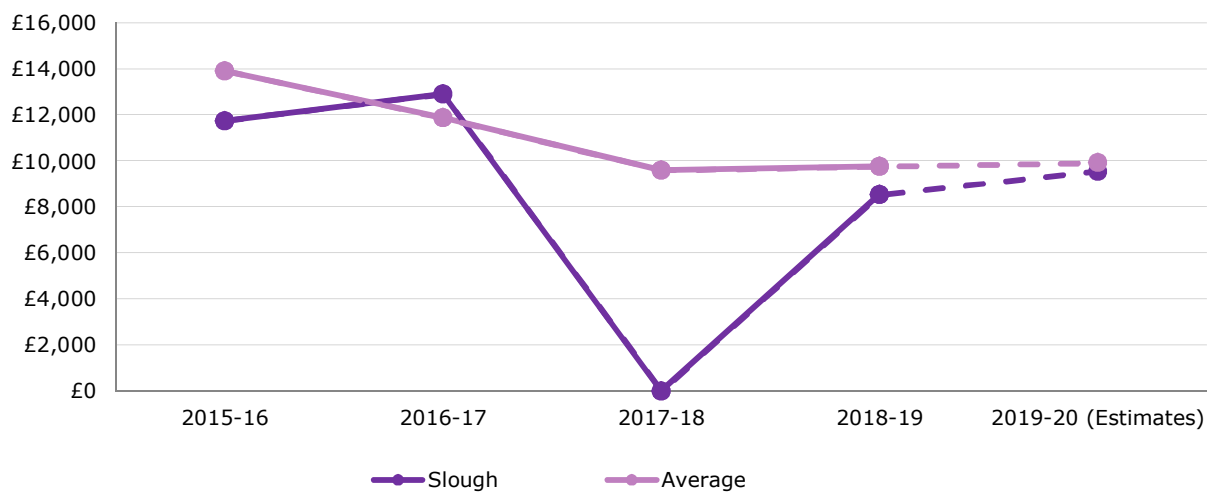
graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cells 157, 167 & 168

Revenue Expenditure	£	per 1,000 pop	Average
2015-16	1,710,830	11,742	13,911
2016-17	1,899,074	12,901	11,871
2017-18	na	..	9,590
2018-19	1,270,493	8,521	9,743
2019-20 (Estimates)	1,421,768	9,536	9,917

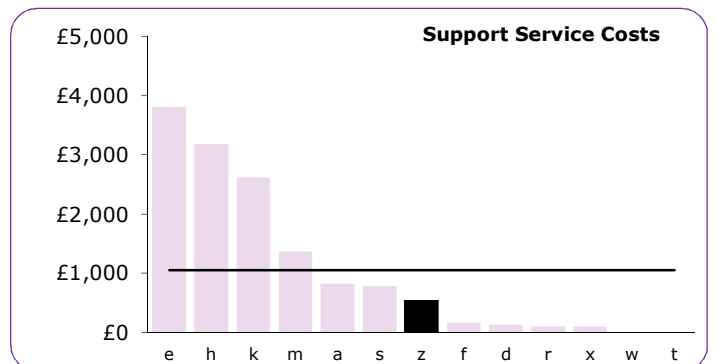
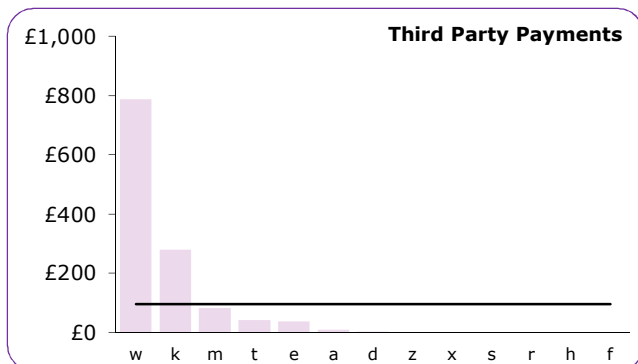
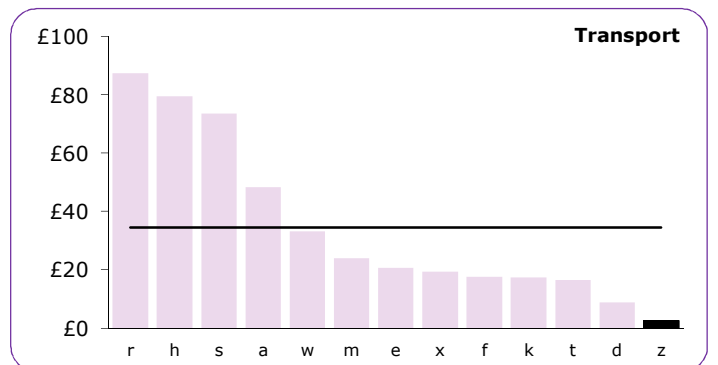
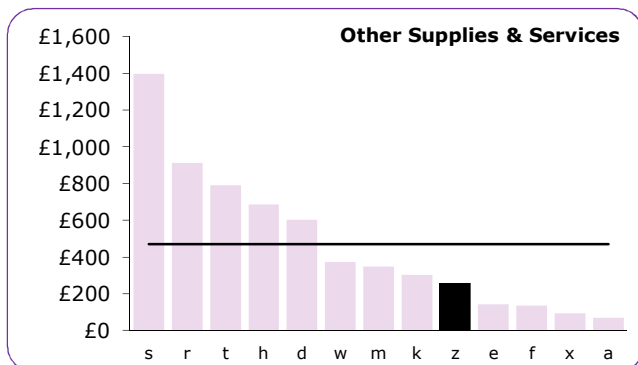
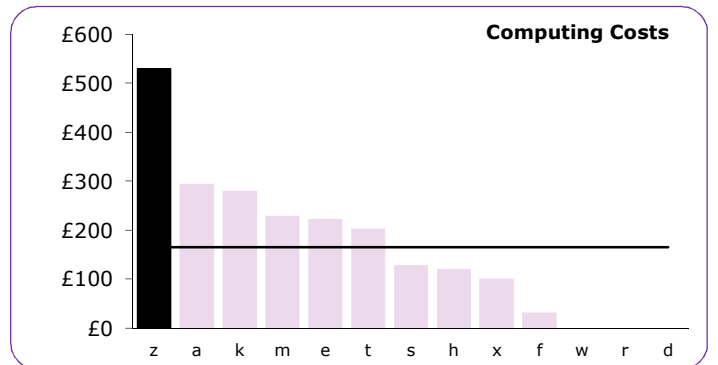
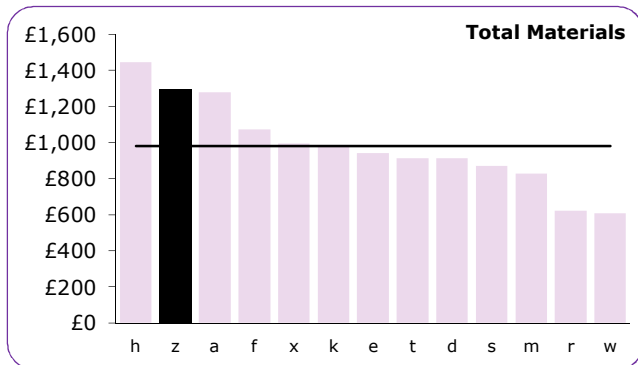
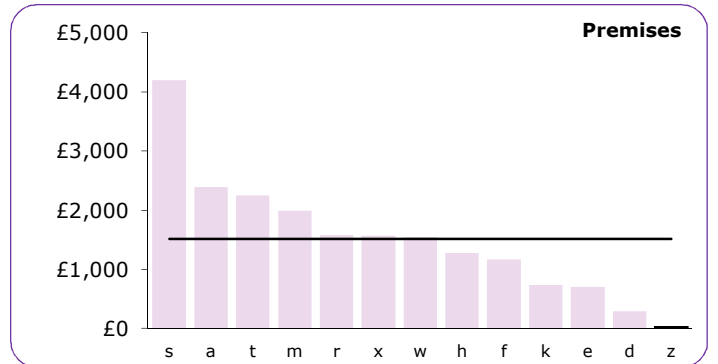
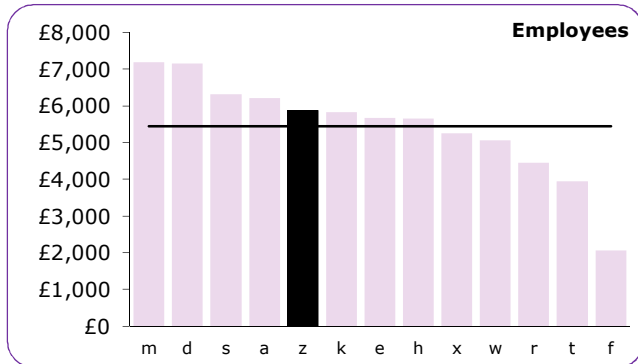
Revenue Expenditure per 1,000 population: Time Series



Source: CIPFA Public Library Statistics 2019 - Cell 157 and equivalent for previous years

Revenue Expenditure (2018-19 Actuals)	£	per 1,000 pop	Average
Employees	874,479	5,865	5,437
Premises	5,384	36	1,515
Total Materials	192,860	1,293	982
Computing Costs	78,874	529	164
Other Supplies & Services	38,351	257	470
Transport	363	2	34
Third Party Payments	0	0	95
Support Service Costs	80,182	538	1,045
Total Revenue Expenditure	1,270,493	8,521	9,743

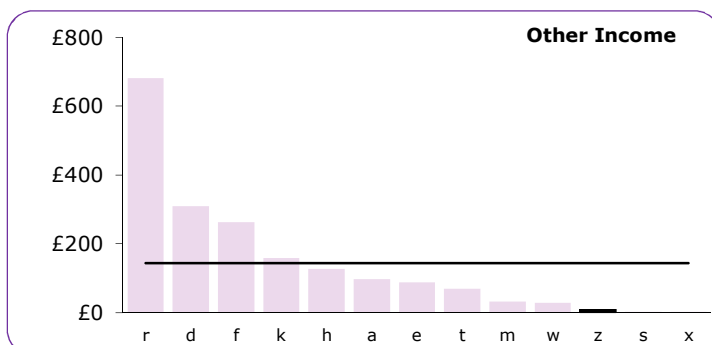
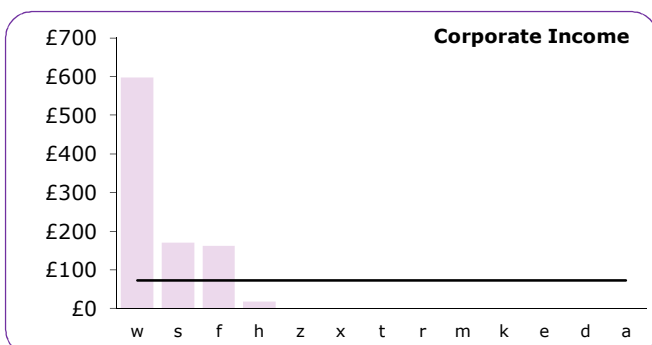
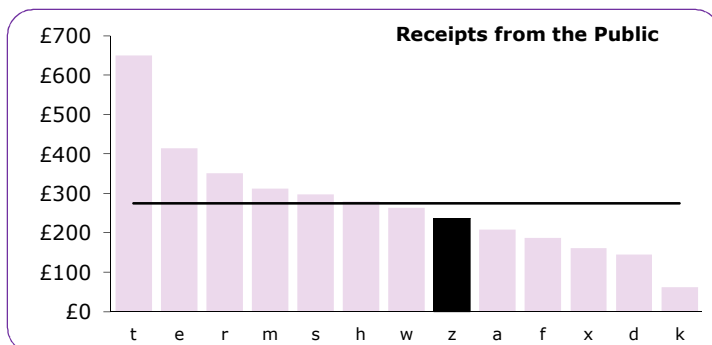
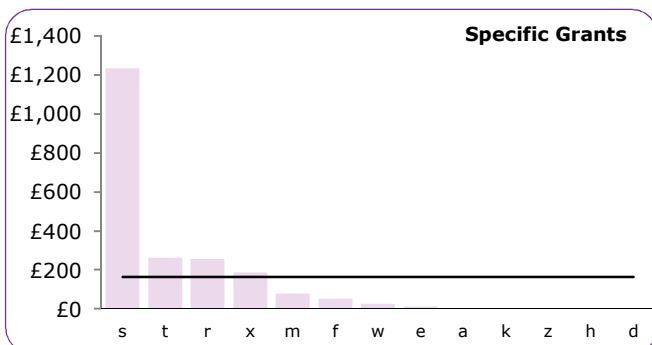
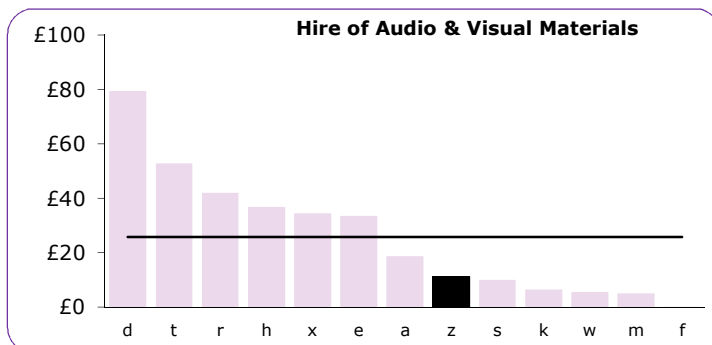
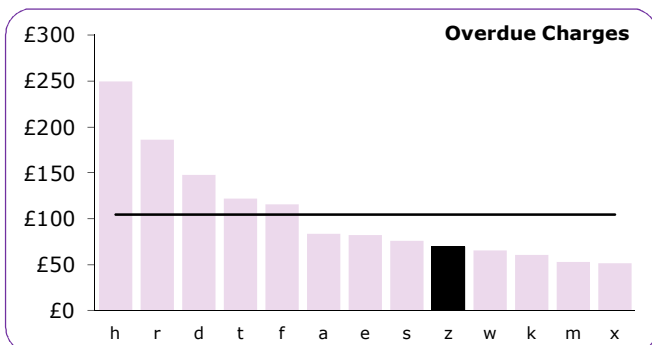
graphs show expenditure per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cells 131 to 157

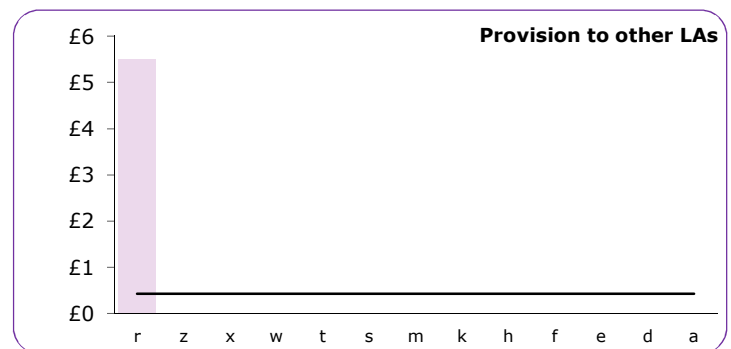
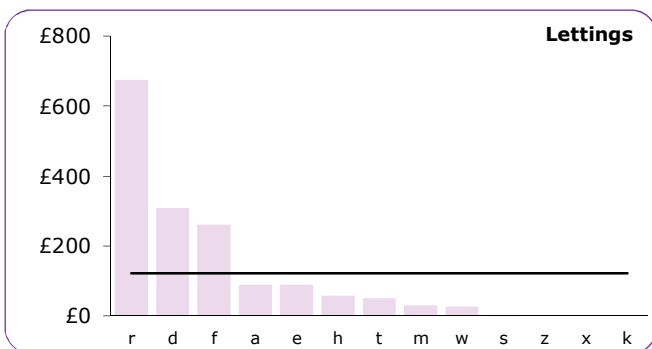
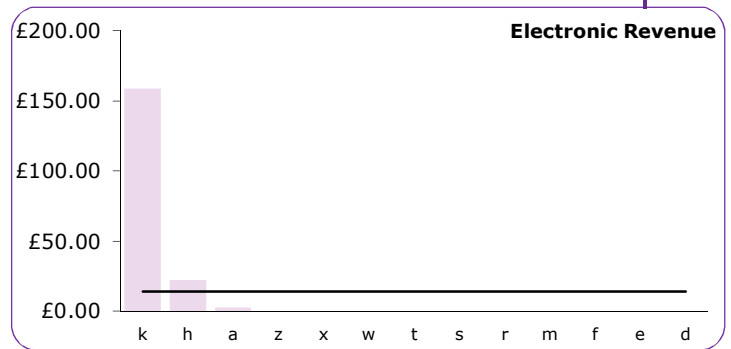
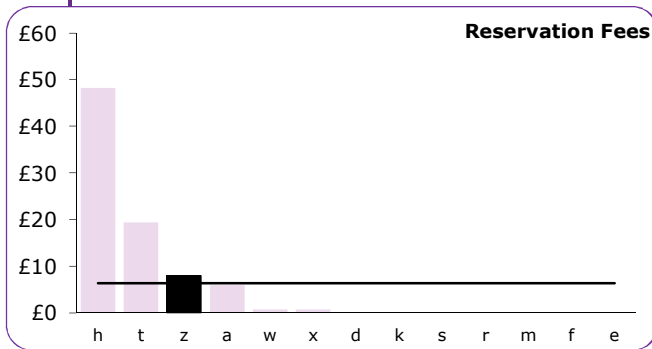
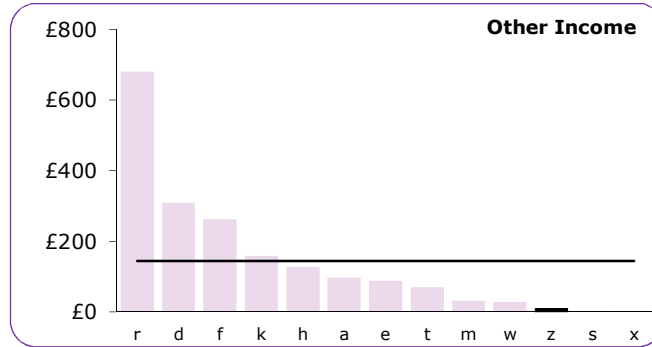
Revenue Income (2018-19 Actuals)	£	per 1,000 pop	Average
Overdue Charges	(10,351)	(69)	(105)
Hire of Audio & Visual Materials	(1,640)	(11)	(26)
Specific Grants	0	0	(163)
Receipts from the Public	(35,236)	(236)	(274)
Corporate Income	0	0	(73)
Other Income	(1,179)	(8)	(143)
Reservation Fees	(1,179)	(8)	(6)
Lettings	0	0	(122)
Electronic Revenue	0	0	(14)
Provision to other LAs	0	0	(0)
Total Revenue Income	(48,406)	(325)	(784)

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cells 158 to 167

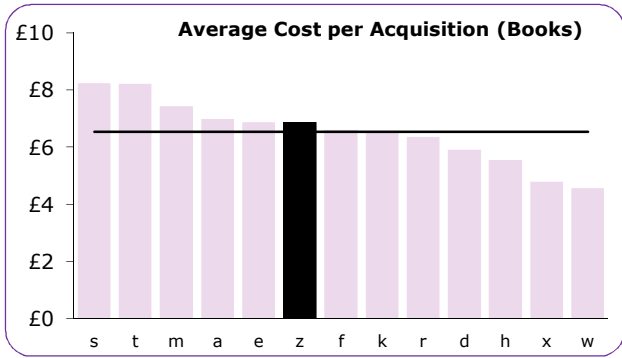
Total Other Income (2018-19 Actuals)	£	per 1,000 pop	Average
Reservation Fees	(1,179)	(8)	(6)
Lettings	0	0	(122)
Electronic Revenue	0	0	(14)
Provision to other LAs	0	0	(0)
Total Other Income	(1,179)	(8)	(143)



Source: CIPFA Public Library Statistics 2019 - Cells 159, 160, 162 & 164

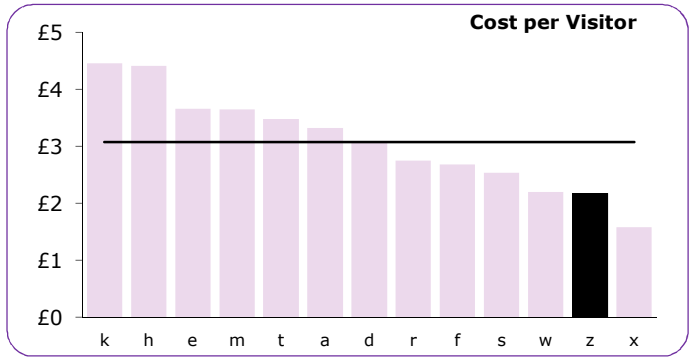
B2: Cost Indicators

	£ p	Average
Average Cost per Book	£6.86	£6.53



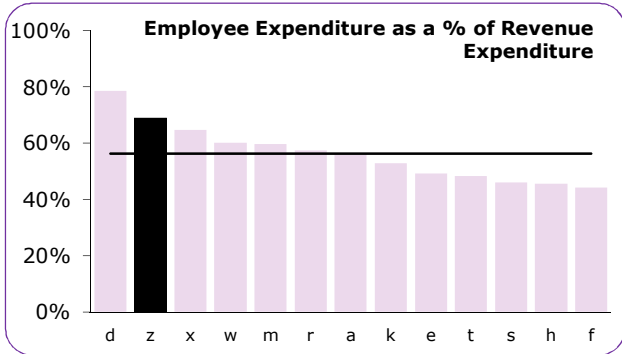
Source: CIPFA Public Library Statistics 2019 -
Sum of Cells 133 to 137 divided by Cell 74

	£ p	Average
Cost per Visitor	£2.18	£3.08



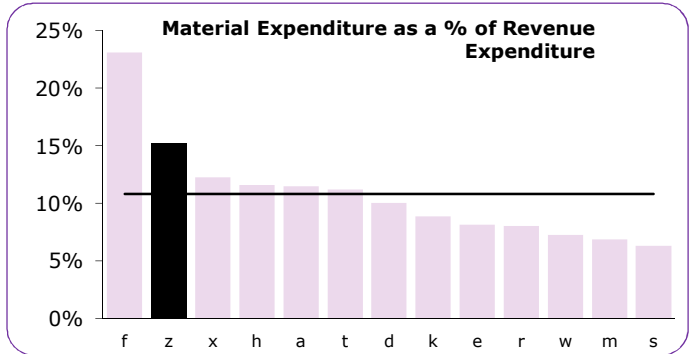
Source: CIPFA Public Library Statistics 2019 -
Cell 157 divided by Cell 124

	%	Average
% Employee Expenditure	69%	56%



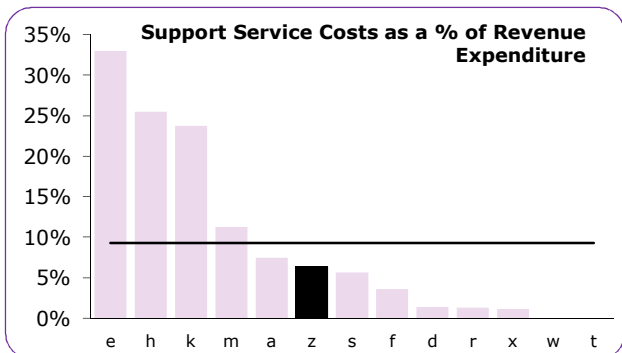
Source: CIPFA Public Library Statistics 2019 -
Cell 131 as a percentage of Cell 157

	%	Average
% Material Expenditure	15%	11%



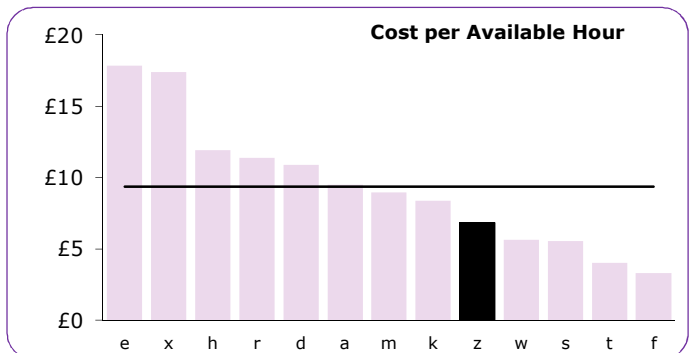
Source: CIPFA Public Library Statistics 2019 -
Cell 151 as a percentage of Cell 157

	%	Average
% Support Services	6%	9%



Source: CIPFA Public Library Statistics 2019 -
Cell 156 as a percentage of Cell 157

	£ p	Average
Cost per Available Hour	£6.85	£9.36

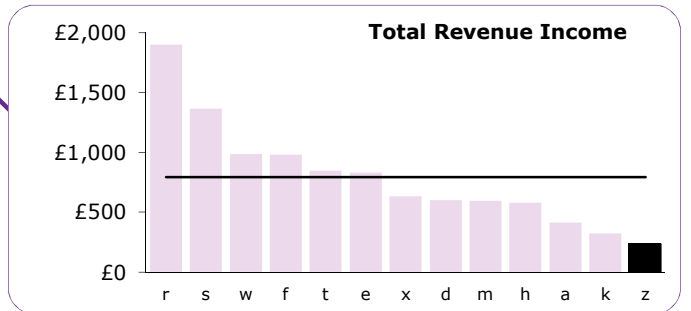
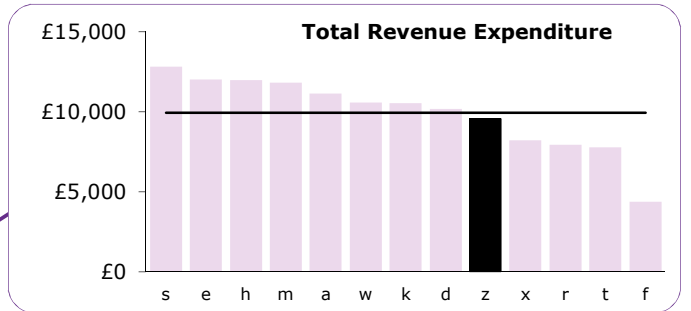
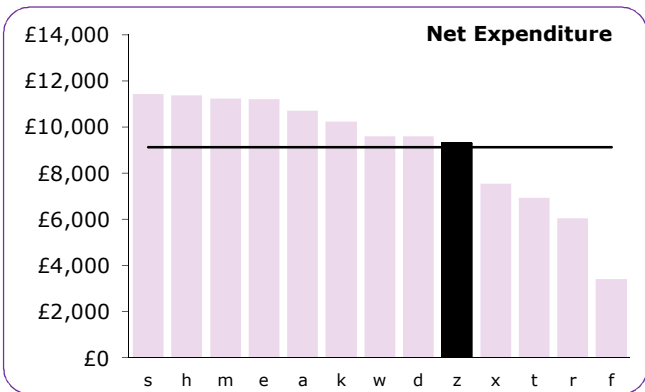


Source: CIPFA Public Library Statistics 2019 -
Cell 157 divided by Cell 55

B3: Financial Information (2019-20 Estimates)

graphs shown per 1,000 population

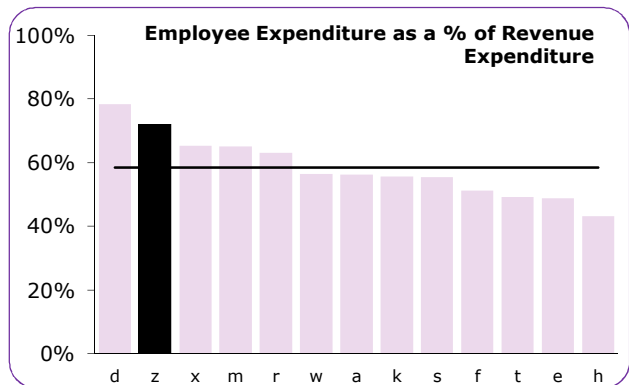
Net Expenditure	£	per 1,000 pop	Average
Employees	1,024,172	6,869	5,784
Premises	8,100	54	1,397
Supplies & Services - Materials	247,000	1,657	943
Other Expenditure	142,496	956	1,792
Revenue Expenditure	1,421,768	9,536	9,917
Revenue Income	(34,428)	(231)	(791)
Net Expenditure	1,387,340	9,305	9,126



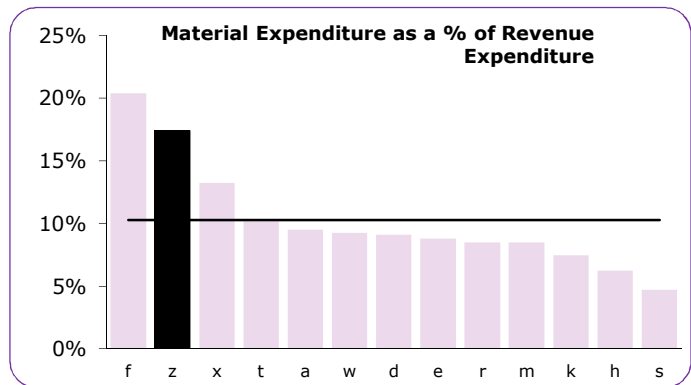
Source: CIPFA Public Library Statistics 2019 - Cell 170 to 176

2019-20 Estimates	%	Average
% Employee Expenditure	72%	58%

2019-20 Estimates	%	Average
% Material Expenditure	17%	10%



Source: CIPFA Public Library Statistics 2019 - Cell 170 as a percentage of Cell 174

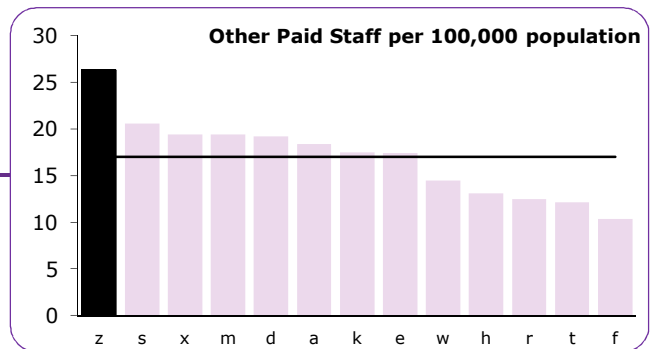
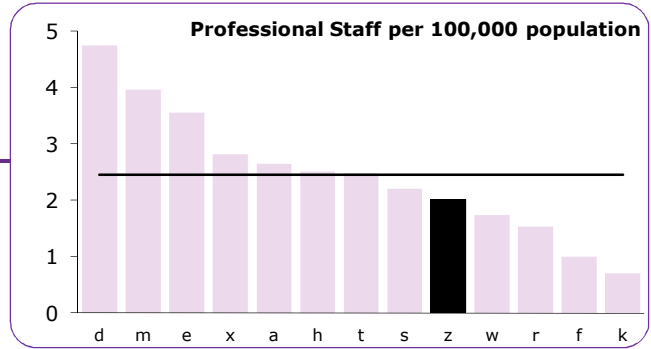
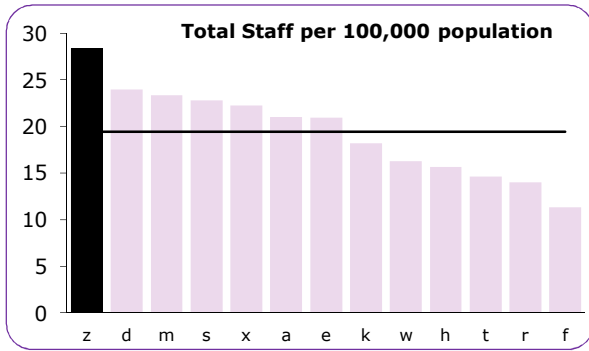


Source: CIPFA Public Library Statistics 2019 - Cell 172 as a percentage of Cell 174

B4: Staffing

at 31 March 2019

	FTE	per 100,000 pop	Average
Professional Staff	3.0	2.0	2.5
All Other Staff	39.3	26.3	17.0
Total Staff	42.3	28.3	19.4



Source: CIPFA Public Library Statistics 2019 - Cells 94 to 96

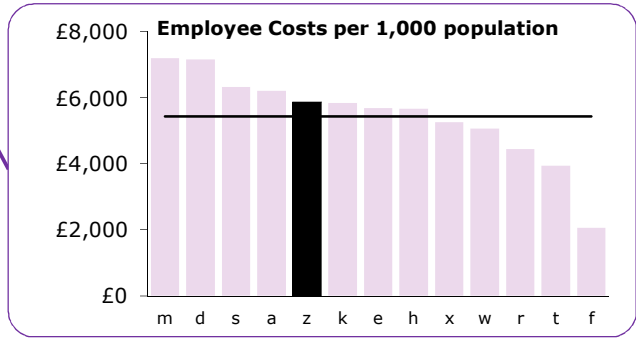
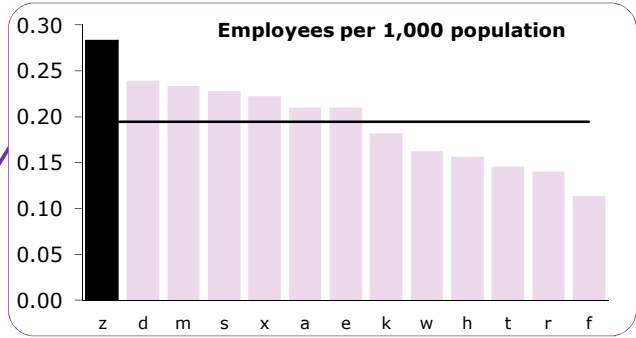
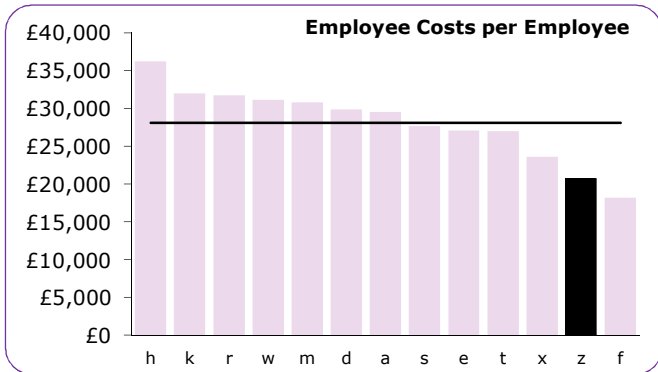
This tree diagram analyses professional and other staff as a percentage of total staff. Your authority's value is followed by the average value in italics.

```

graph LR
    TotalStaff[Total Staff] --- ProfessionalStaff[Professional Staff]
    TotalStaff --- AllOtherPaidStaff[All Other Paid Staff]
    ProfessionalStaff --- P1[7.1%]
    ProfessionalStaff --- P2[12.6%]
    AllOtherPaidStaff --- A1[92.9%]
    AllOtherPaidStaff --- A2[87.4%]
  
```

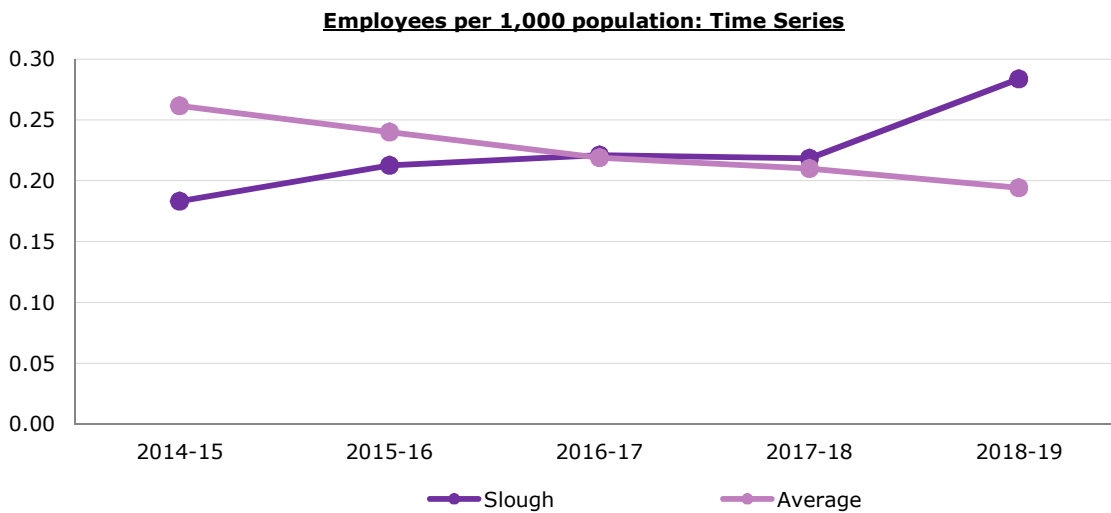
B4: Staffing (continued)

	£	Average
Employee Costs per Employee	20,693	28,129
Employees per 1,000 population	0.28	0.19
Employee Costs per 1,000 population	5,865	5,437



Source: CIPFA Public Library Statistics 2019 - Cell 131 divided by Cell 96

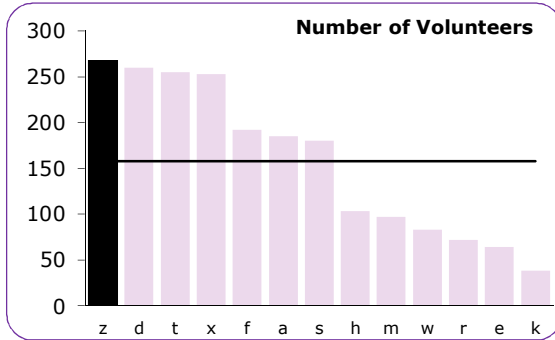
All Staff	FTE	per 1,000 pop	Average
2014-15	26.5	0.18	0.26
2015-16	31.0	0.21	0.24
2016-17	32.5	0.22	0.22
2017-18	32.5	0.22	0.21
2018-19	42.3	0.28	0.19



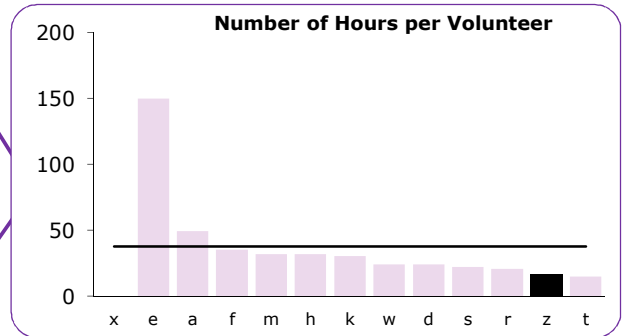
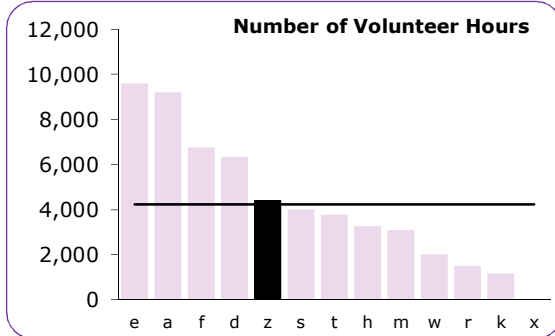
Source: CIPFA Public Library Statistics 2019 - Cell 96 and equivalent for previous years

B5: Volunteers

2018-19 Actuals



	Number	Average
Volunteers	268	158
Volunteer Hours	4,379	4,236
Average Hours per Volunteer	16.3	37.6



Source: CIPFA Public Library Statistics 2019 - Cells 97 & 98

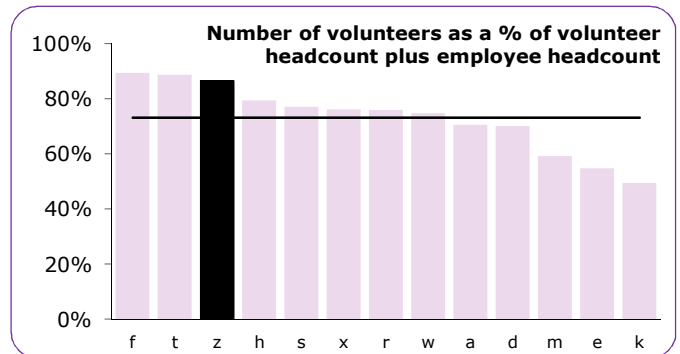
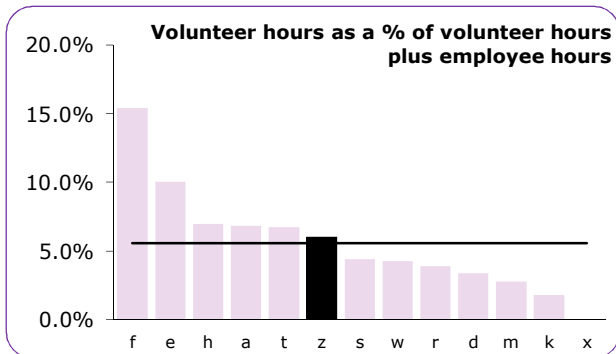
The section below uses 1,625 hours as the annual hours worked by a full-time member of staff.

We use this to compare hours provided by paid staff and volunteers.

The two charts below compare the volunteers to the total of paid staff and volunteers.

	FTE	Average
% Hours worked by volunteers	6.0%	5.6%

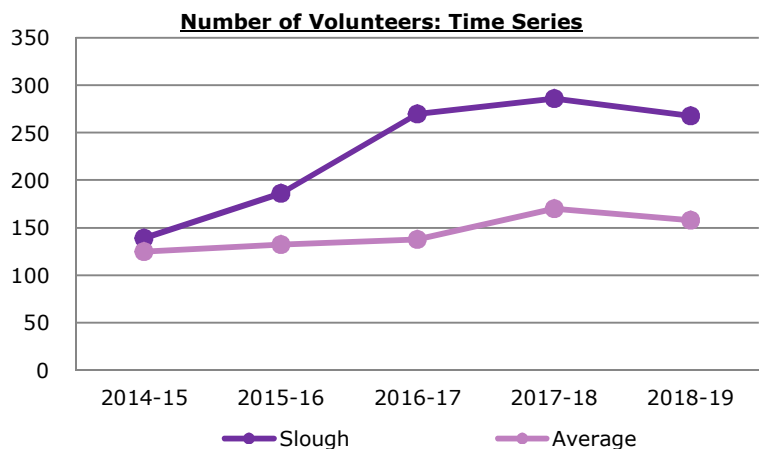
	%	Average
Volunteers as % headcount	86.4%	73.2%



Source: CIPFA Public Library Statistics 2019 - Cells 96 and 98

Source: CIPFA Public Library Statistics 2019 - Cells 97 & 98

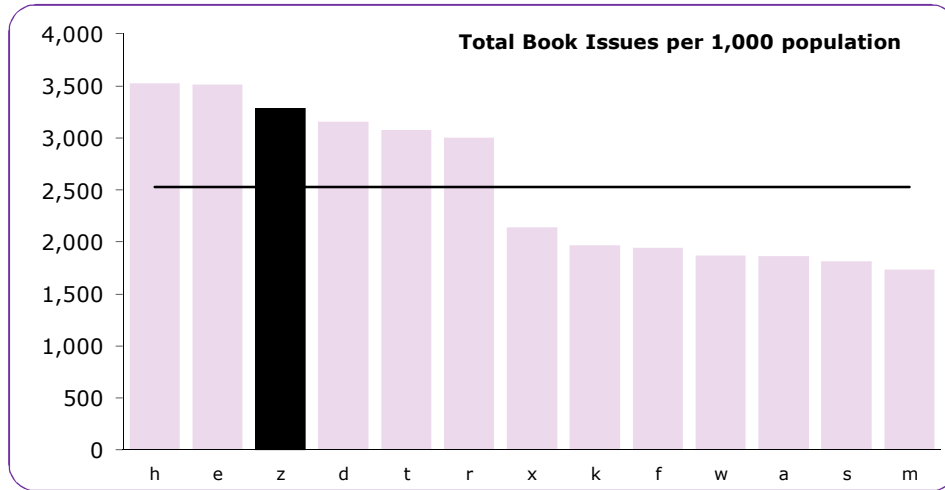
Volunteers	Number	Average
2014-15	139	125
2015-16	186	132
2016-17	270	138
2017-18	286	170
2018-19	268	158



Source: CIPFA Public Library Statistics 2019 - Cell 97 and equivalent for previous years

SECTION C: WORKLOAD

This section examines issues and stock turn for books and other items along with requests, enquiries and loans.



(See page 26 for details)

Section Contents

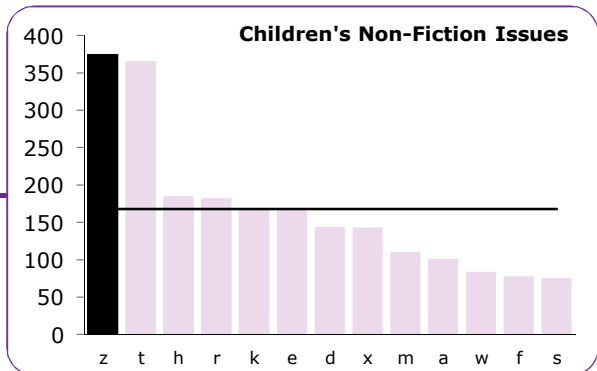
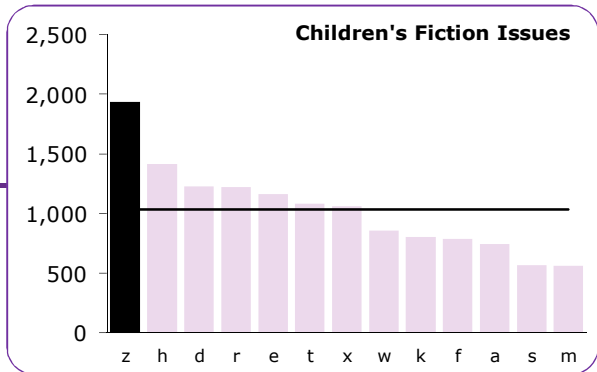
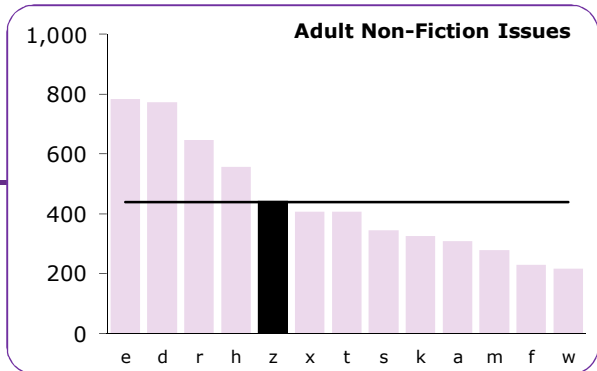
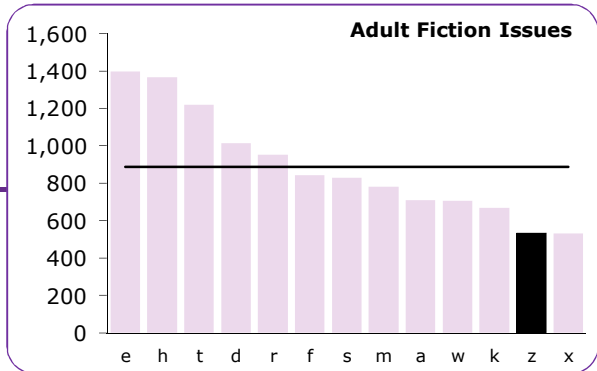
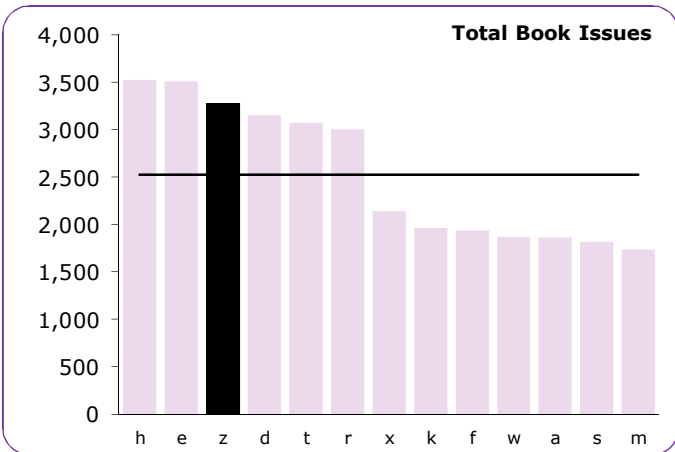
Page 26	C1: Book Issues Split by children/adult and fiction/non-fiction
Page 27	C2: Stock Turn Split by children/adult and fiction/non-fiction
Page 28	C3: Audio, Visual & Other Issues Split by various categories
Page 30	C4: Request Service Total and online
Page 30	C5: Enquiries Total and online
Page 30	C6: Inter-Library Loans Supplied and received

C1: Book Issues

2018-19 Actuals

	Number	/1,000 pop	Average
Adult Fiction	79,244	531	888
Adult Non-Fiction	65,957	442	440
Children's Fiction	288,014	1,932	1,034
Children's Non-Fiction	55,829	374	167
Total Book Issues	489,044	3,280	2,529

graphs shown per 1,000 population



Breakdown of issues (percentage). Your authority's value is followed by the average value in italics.

Category	Your Authority (%)	Average (%)
Adult Fiction	16.2%	35.1%
Adult Non-Fiction	13.5%	17.4%
Children's Fiction	58.9%	40.9%
Children's Non-Fiction	11.4%	6.6%

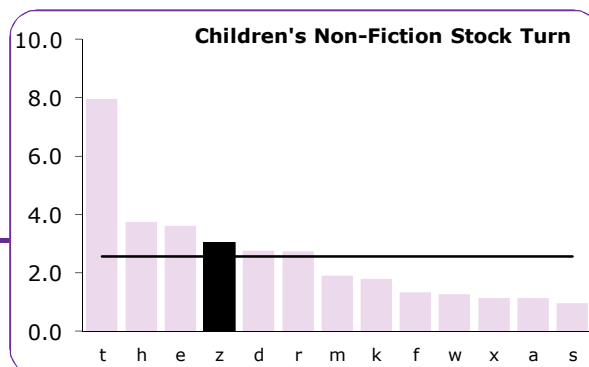
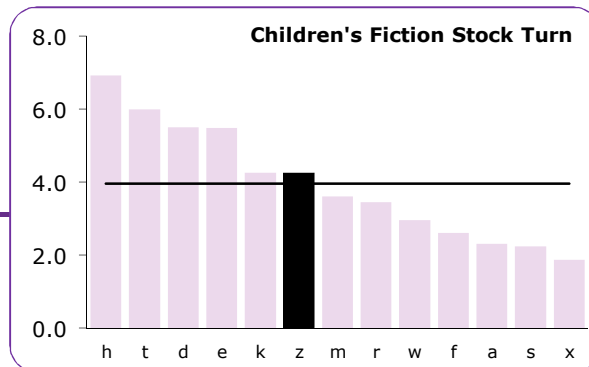
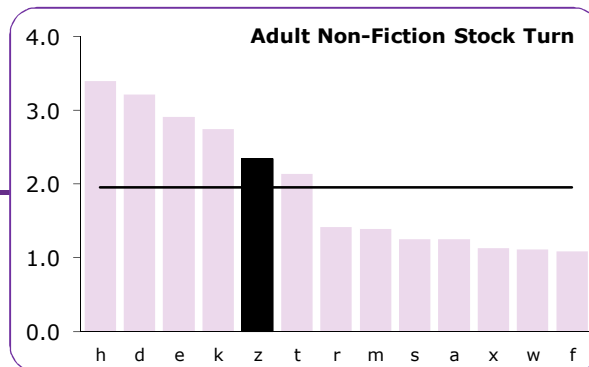
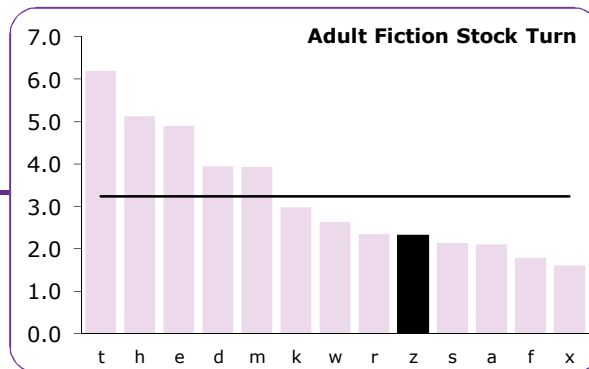
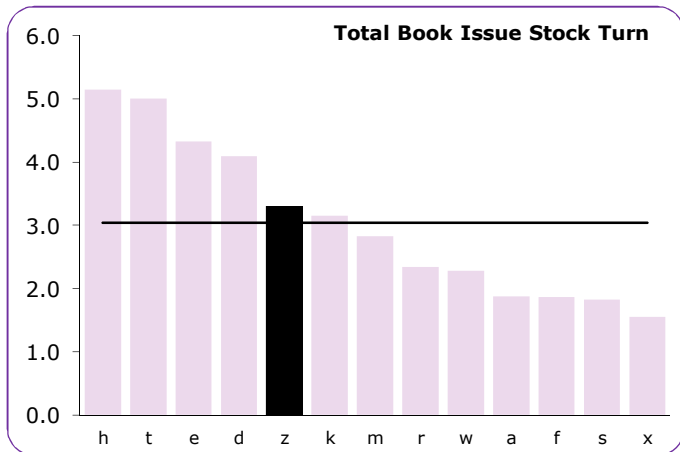
Source: CIPFA Public Library Statistics 2019 - Cells 99 to 103

C2: Stock Turn

2018-19 Actuals

	Number	Average
Adult Fiction	2.3	3.2
Adult Non-Fiction	2.3	2.0
Children's Fiction	4.2	4.0
Children's Non-Fiction	3.0	2.6
Total Book Issues	3.3	3.0

Number of books issued divided by the book stock (i.e. the average number of times each book was issued during the year).



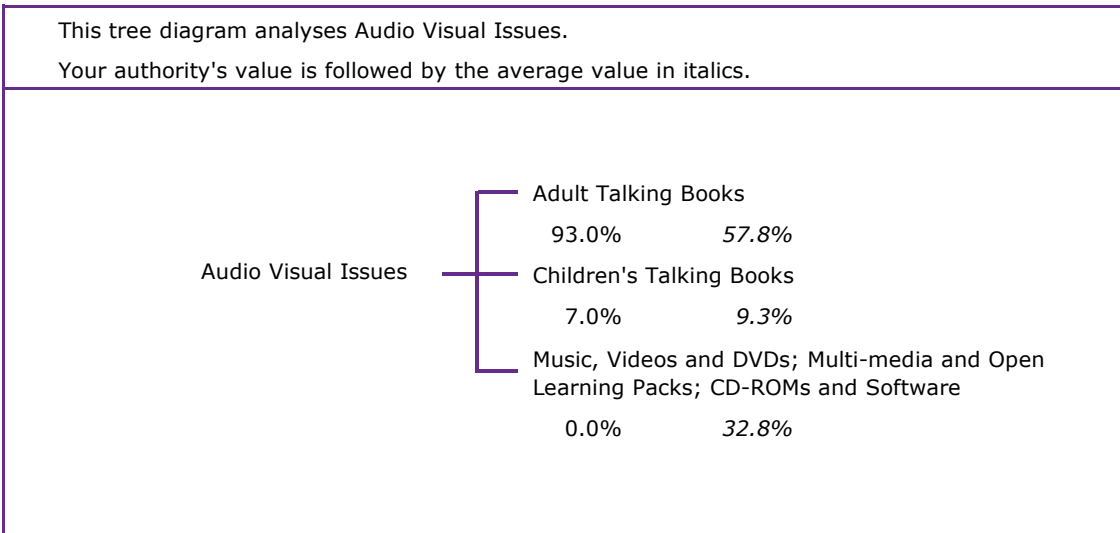
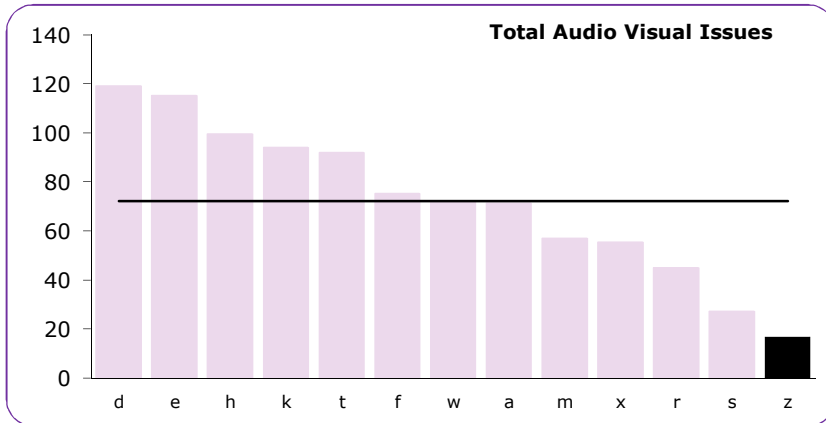
Source: CIPFA Public Library Statistics 2019 - Cells 99 to 103 divided by Cells 60 to 64 respectively

C3: Audio, Visual & Other Issues

2018-19 Actuals

	Number	/1,000 pop	Avg
Sound Recordings			
Adult Talking Books	2,306	15.5	41.7
Children's Talking Books	173	1.2	6.7
Music, Videos and DVDs; Multi-media and Open Learning Packs; CD-ROMs and Software	0	0.0	23.7
Total Audio Visual Issues	2,479	16.6	72.2

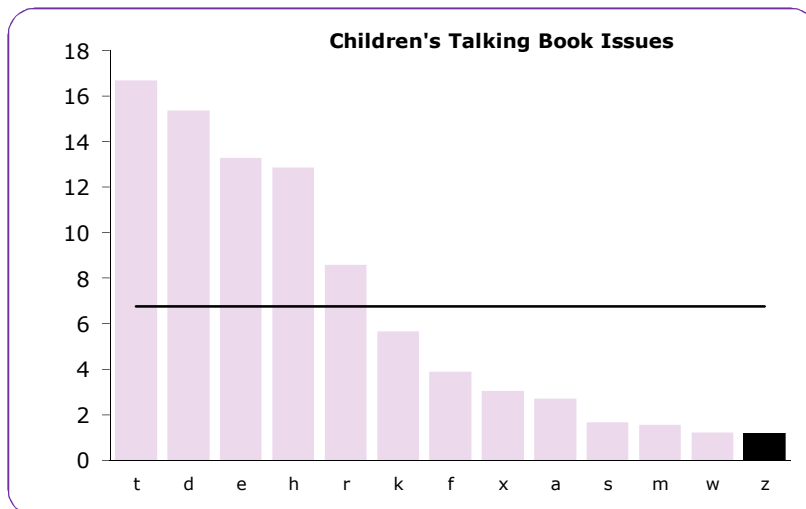
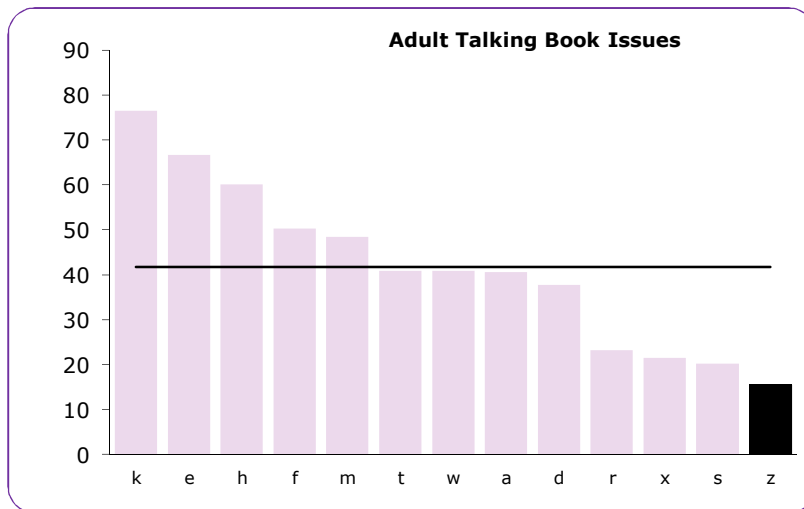
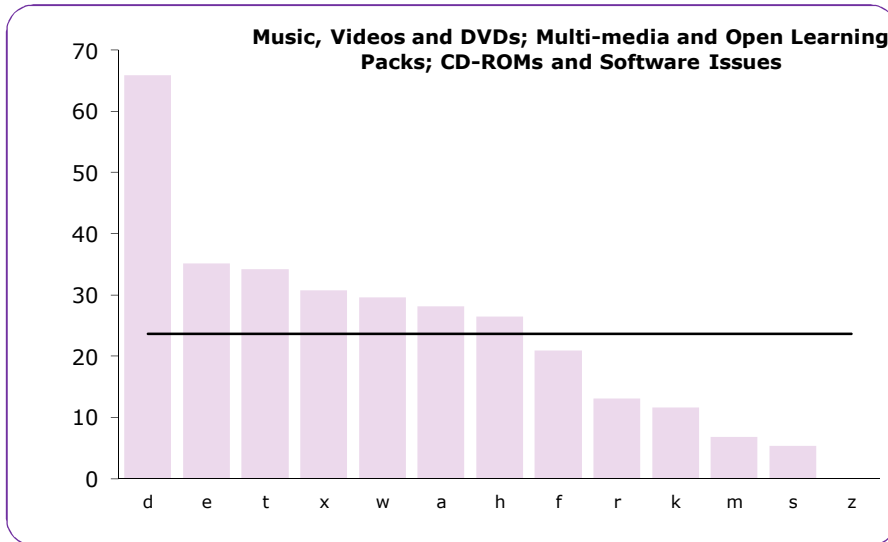
graph shown per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cells 104 to 106

C3: Audio, Visual & Other Issues (continued)

graphs shown per 1,000 population



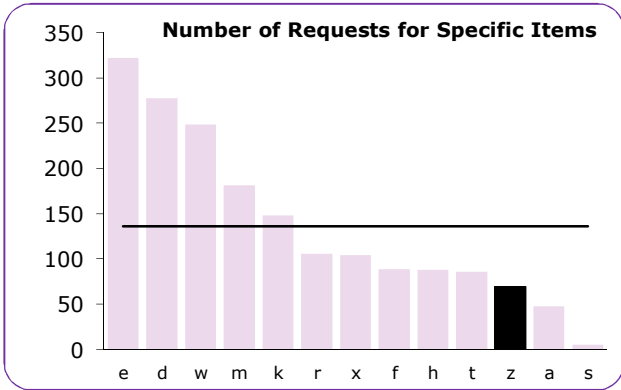
Source: CIPFA Public Library Statistics 2019 - Cells 104 to 106

C4: Request Service

2018-19 Actuals

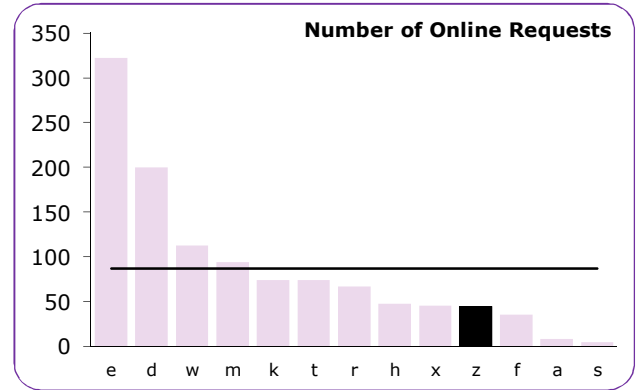
	Number	per 1,000 pop	Average
Requests	10,259	69	136

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cell 114

	Number	per 1,000 pop	Average
Online Requests	6,586	44	87



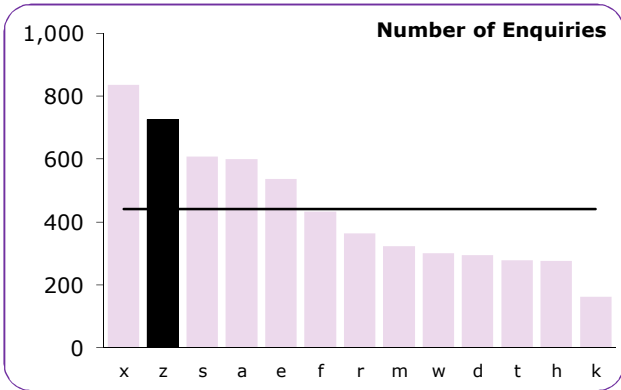
Source: CIPFA Public Library Statistics 2019 - Cell 115

C5: Enquiries

2018-19 Actuals

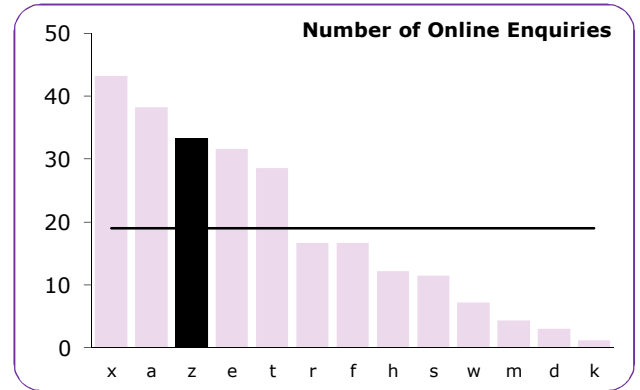
	Number	per 1,000 pop	Average
Enquiries	108,134	725	441

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cell 119

	Number	per 1,000 pop	Average
Online Enquiries	4,951	33.2	19.0



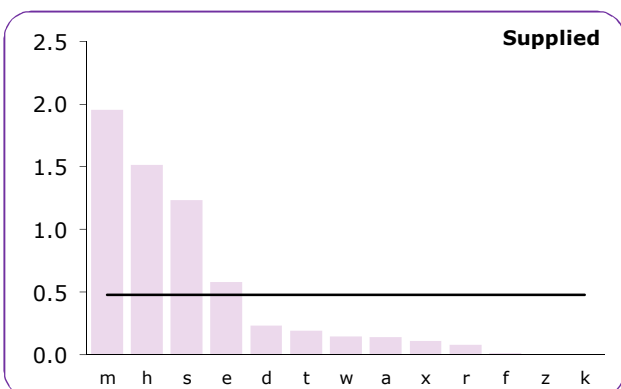
Source: CIPFA Public Library Statistics 2019 - Cell 120

C6: Inter-Library Loans

2018-19 Actuals

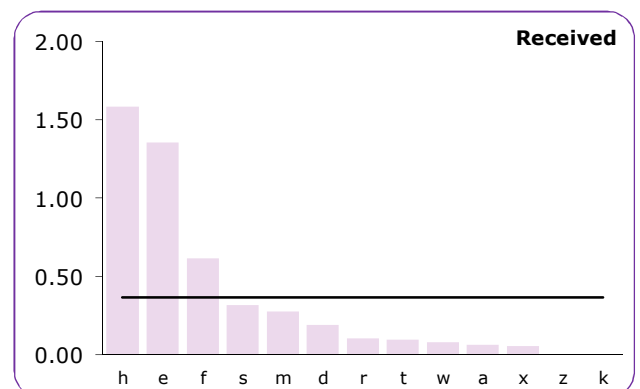
	Number	per 1,000 pop	Average
Loans Supplied	0	0.0	0.5

graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cell 129

	Number	per 1,000 pop	Average
Loans Received	0	0.00	0.36



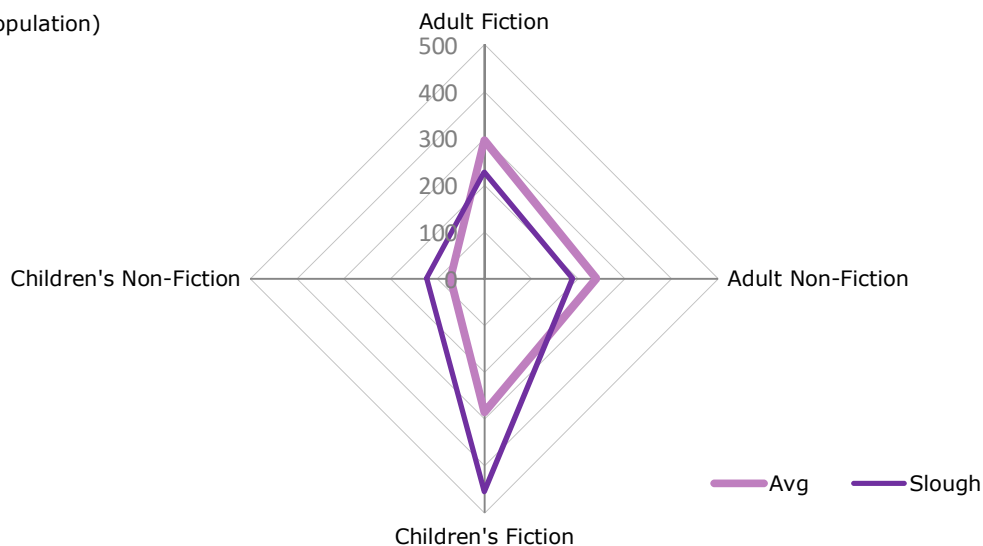
Source: CIPFA Public Library Statistics 2019 - Cell 130

SECTION D: STOCK

This section examines issues and stock turn for books and other items along with requests, enquiries and loans.

Book Stock at 31 March 2019

(Stock per 1,000 population)



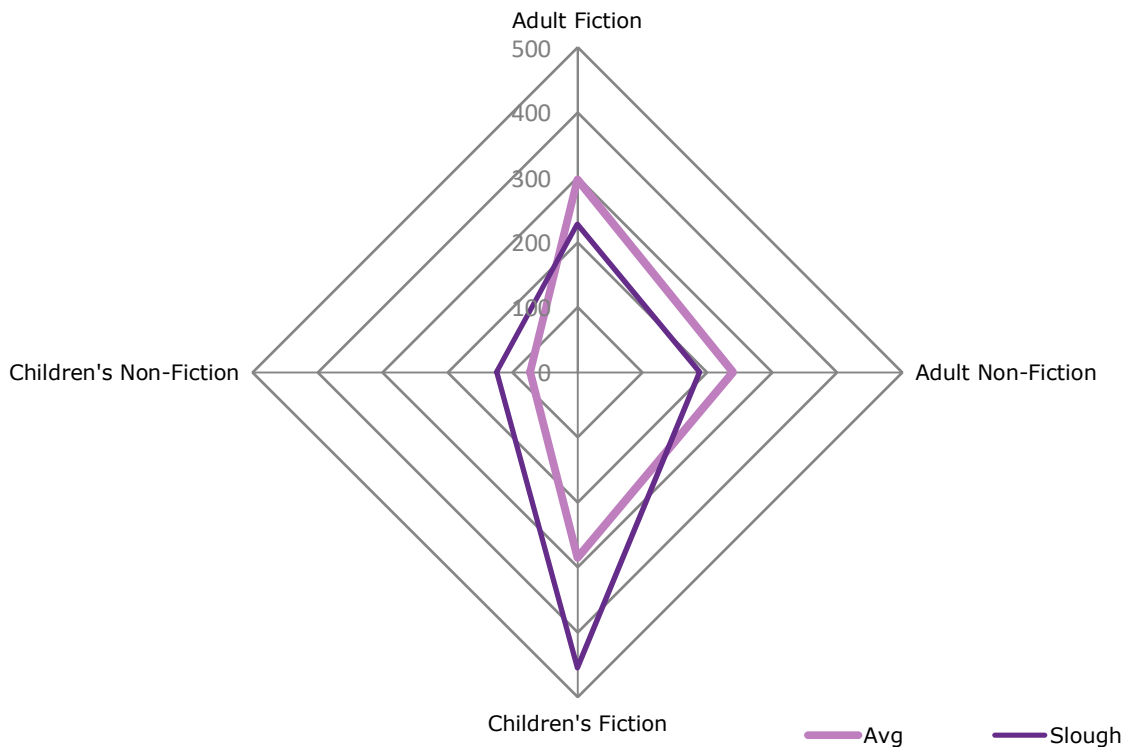
(See page 32 for details)

Section Contents	
Page 32	D1: Book Stock Split by children/adult and fiction/non-fiction
Page 34	D2: Audio, Visual & Other Stock Split by various categories
Page 37	D3: Book Acquisitions Split by children/adult and fiction/non-fiction
Page 38	D4: Audio, Visual & Other Acquisitions Split by various categories
Page 39	D5: All Acquisitions (Books & Audio Visual) Trendline
Page 40	D6: Lending Stock Replenishment Rate Overall replenishment rate

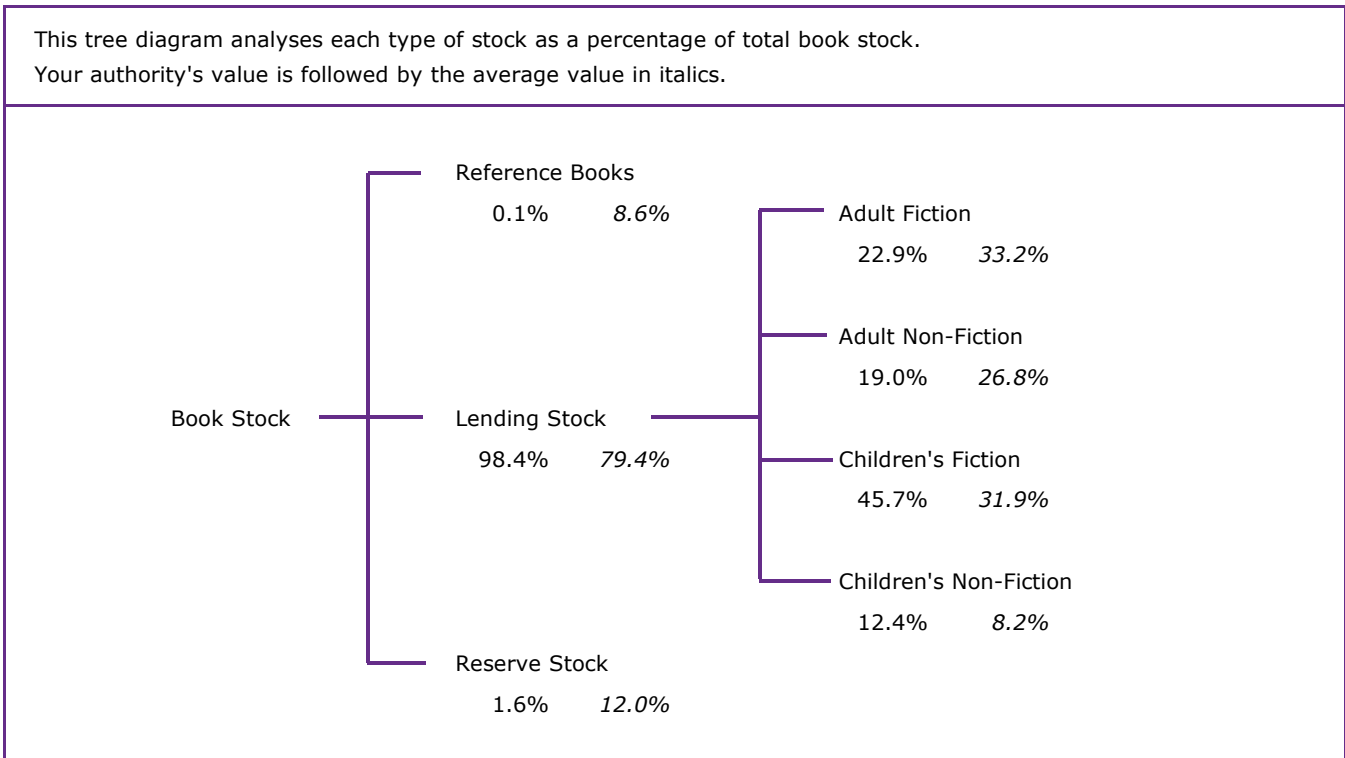
D1: Book Stock

Summary

Book Stock at 31 March 2019



- Books per 1,000 population, see next page for detail.



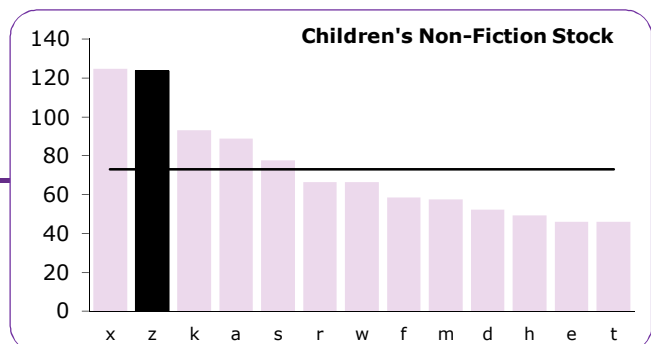
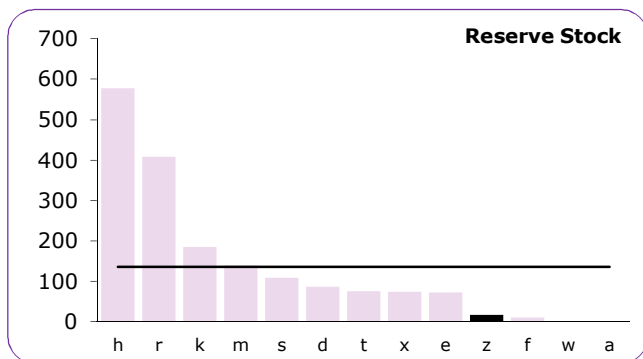
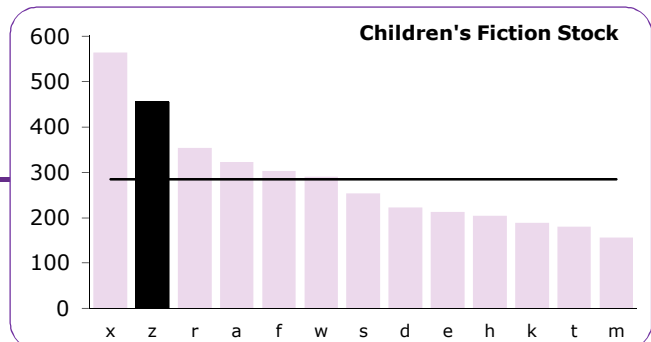
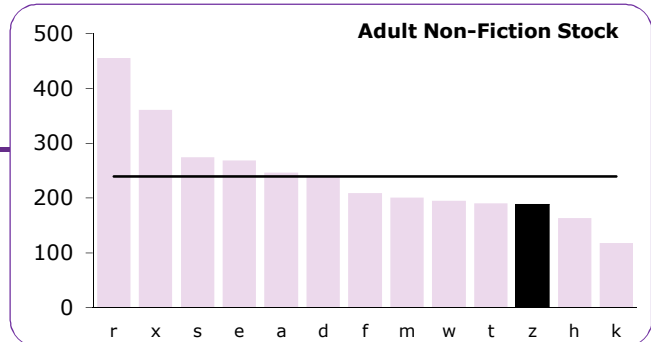
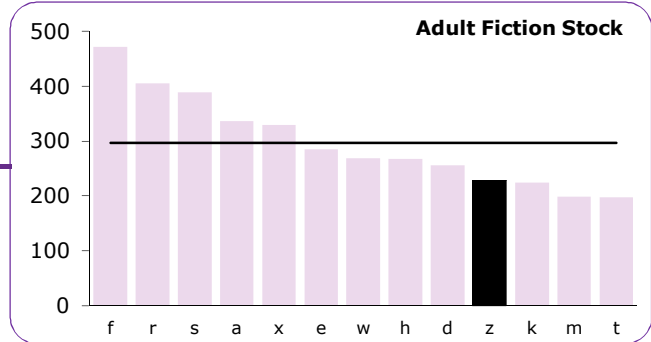
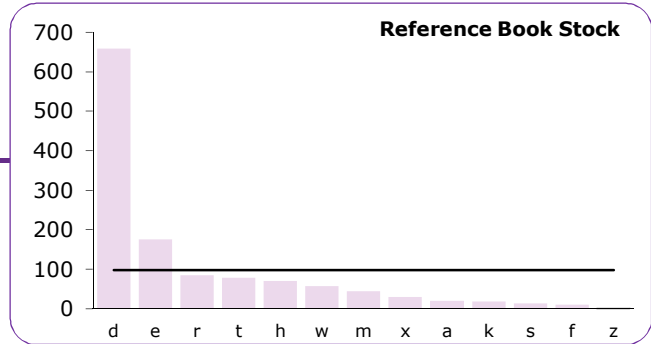
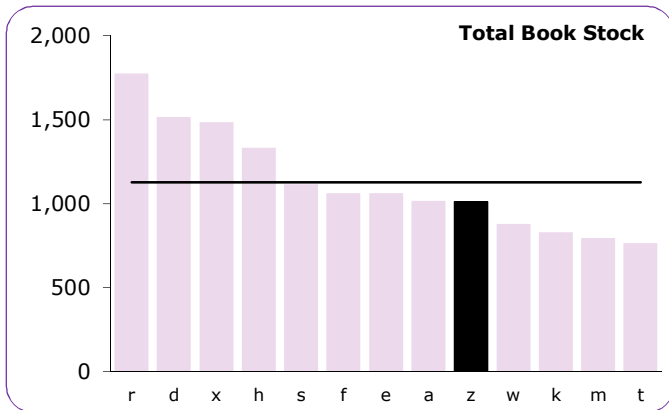
Source: CIPFA Public Library Statistics 2019 - Cells 60 to 67

D1: Book Stock (continued)

at 31 March 2019

	No.	/1,000 pop	Avg
Reference Books	116	1	97
Lending Stock			
Adult Fiction	33,991	228	297
Adult Non-Fiction	28,132	189	239
Children's Fiction	67,863	455	285
Children's Non-Fiction	18,441	124	73
Reserve Stock	2,359	16	135
Total Book Stock	150,902	1,012	1,127

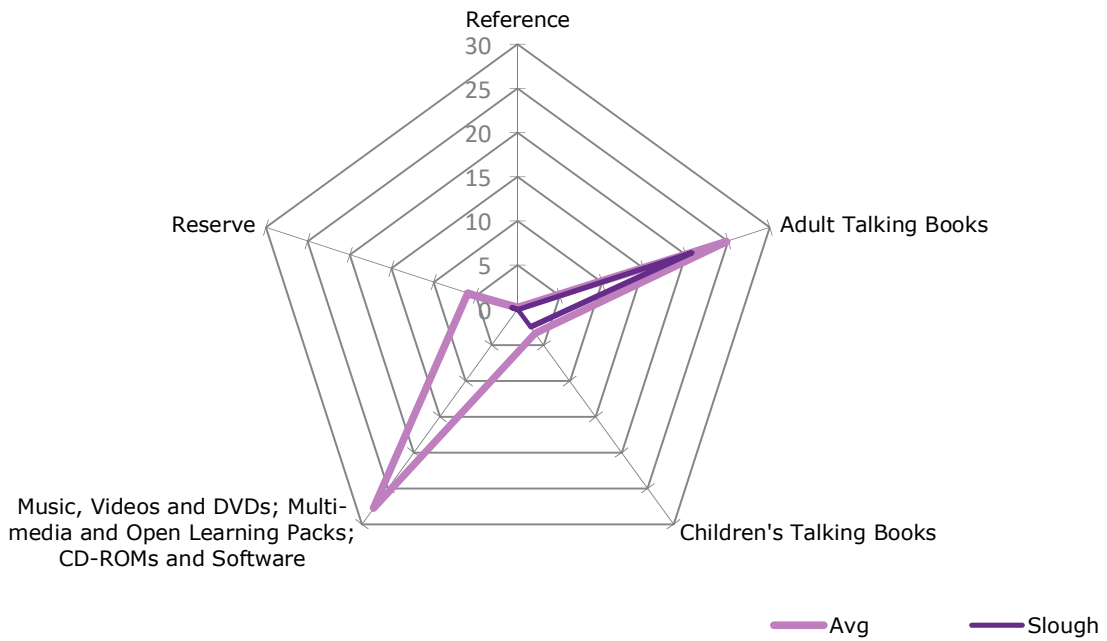
graphs shown per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cells 60 to 67

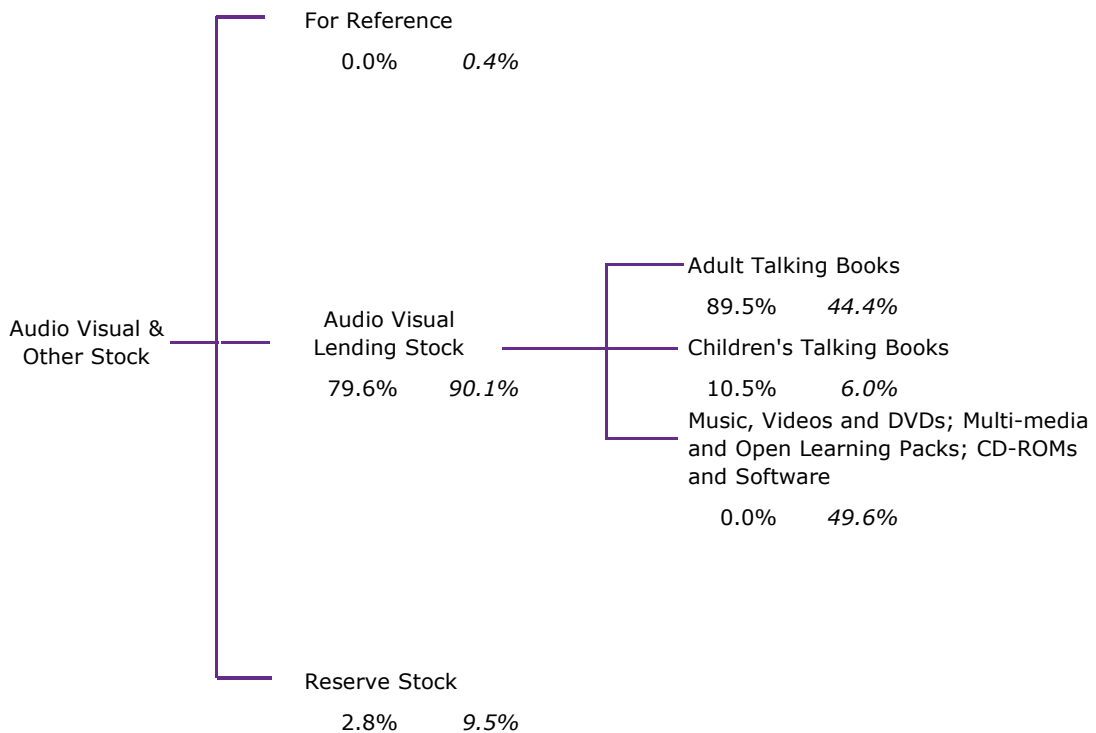
D2: Audio, Visual & Other Stock

Stock at 31 March 2019



- Stock per 1,000 population, see next page for detail.

This tree diagram analyses each type of stock as a percentage of total audio visual stock. Your authority's value is followed by the average value in italics.



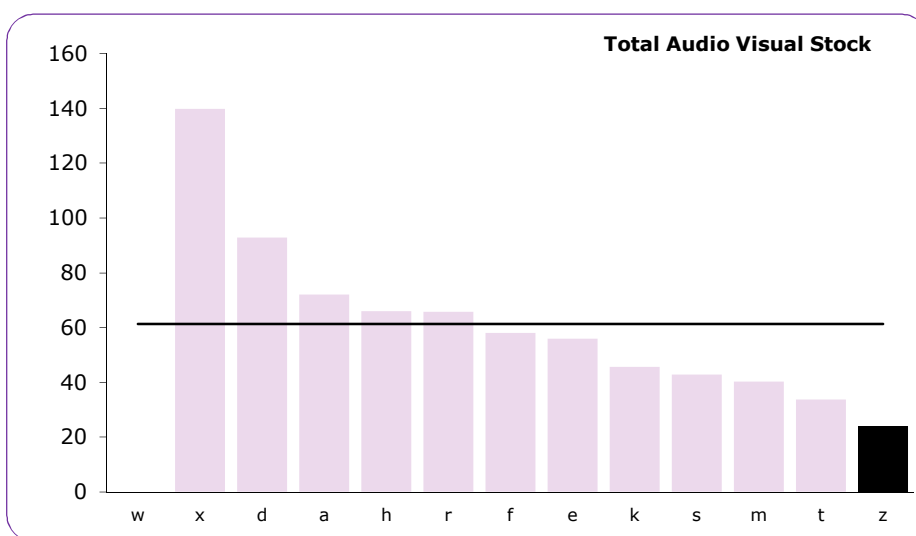
Source: CIPFA Public Library Statistics 2019 - Cells 75 to 81

D2: Audio, Visual & Other Stock (continued)

at 31 March 2019

	Number	per 1,000 pop	Avg
Reserve Stock	99	0.7	5.9
For Reference	0	0.0	0.2
Sound - Adult Talking Books	3,091	20.7	24.8
Sound - Children's Talking Books	362	2.4	3.3
Music, Videos and DVDs; Multi-media and Open Learning Packs; CD-ROMs and Software	0	0.0	27.7
Total Audio Visual Lending Stock	3,552	23.8	62.0

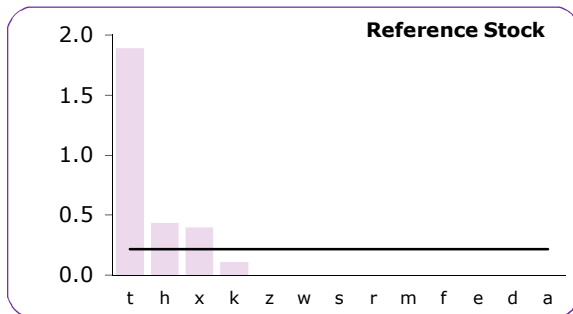
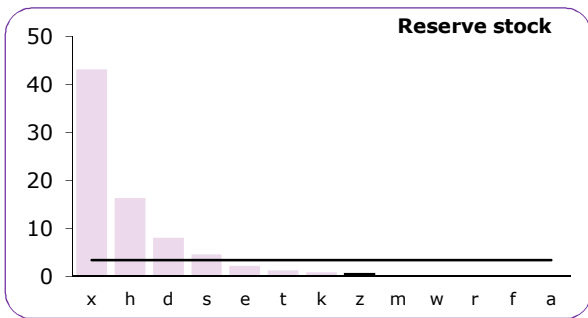
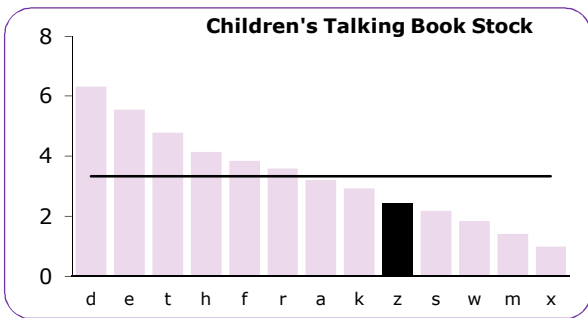
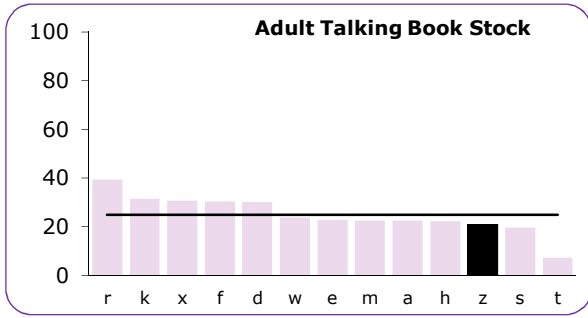
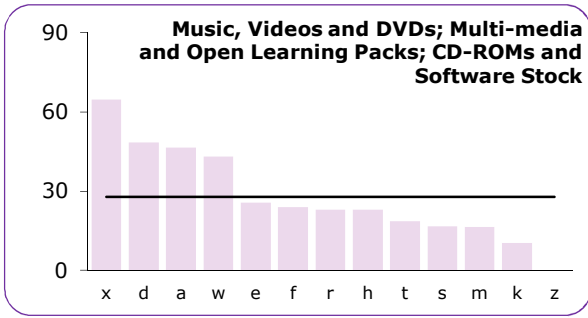
graph shown per 1,000 population



Source: CIPFA Public Library Statistics 2019 - Cells 75 to 81

D2: Audio, Visual & Other Stock (continued)

graphs shown per 1,000 population



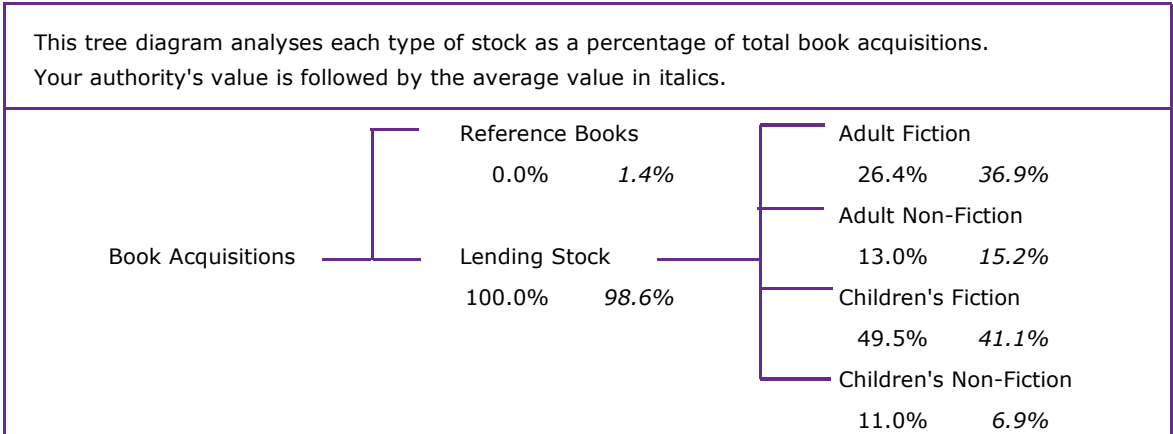
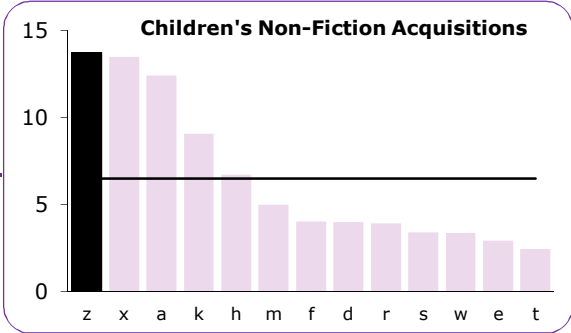
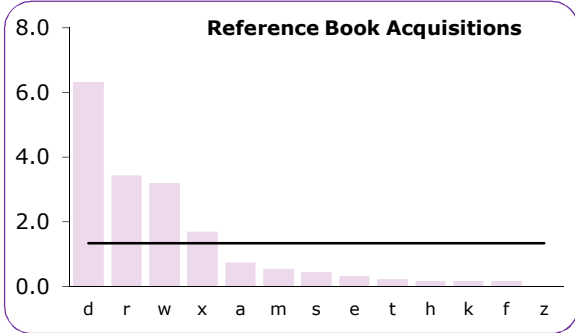
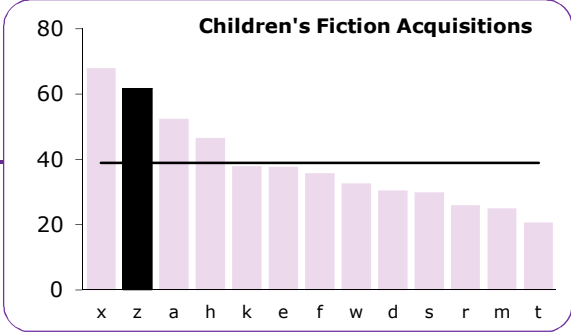
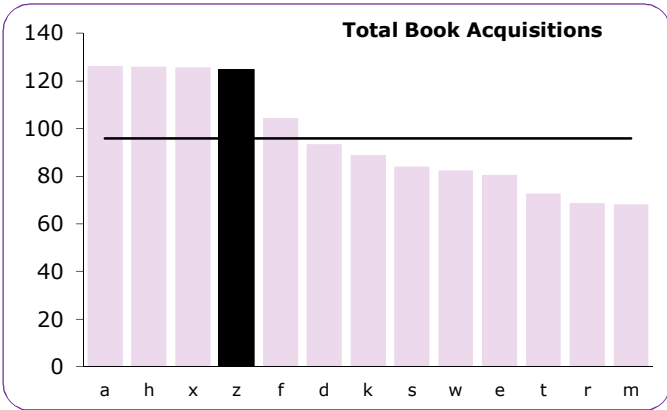
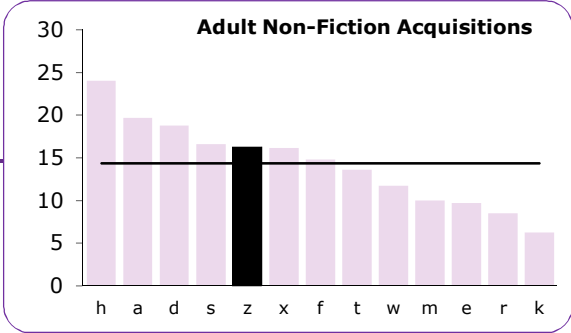
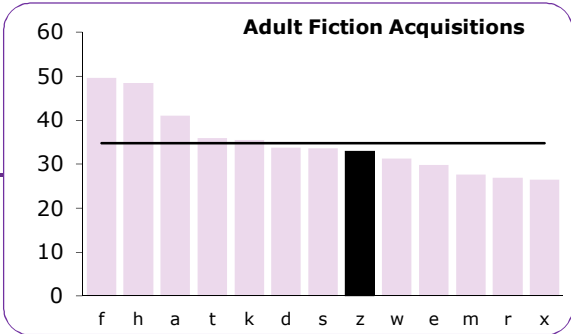
Source: CIPFA Public Library Statistics 2019 - Cells 75 to 81

D3: Book Acquisitions

2018-19 Actuals

graphs shown per 1,000 population

	Number	per 1,000 pop	Average
Reference Books	0	0.0	1.3
Lending Stock			
Adult Fiction	4,916	33.0	34.8
Adult Non-Fiction	2,423	16.3	14.3
Children's Fiction	9,210	61.8	38.8
Children's Non-Fiction	2,043	13.7	6.5
Total Book Acquisitions	18,592	124.7	95.8



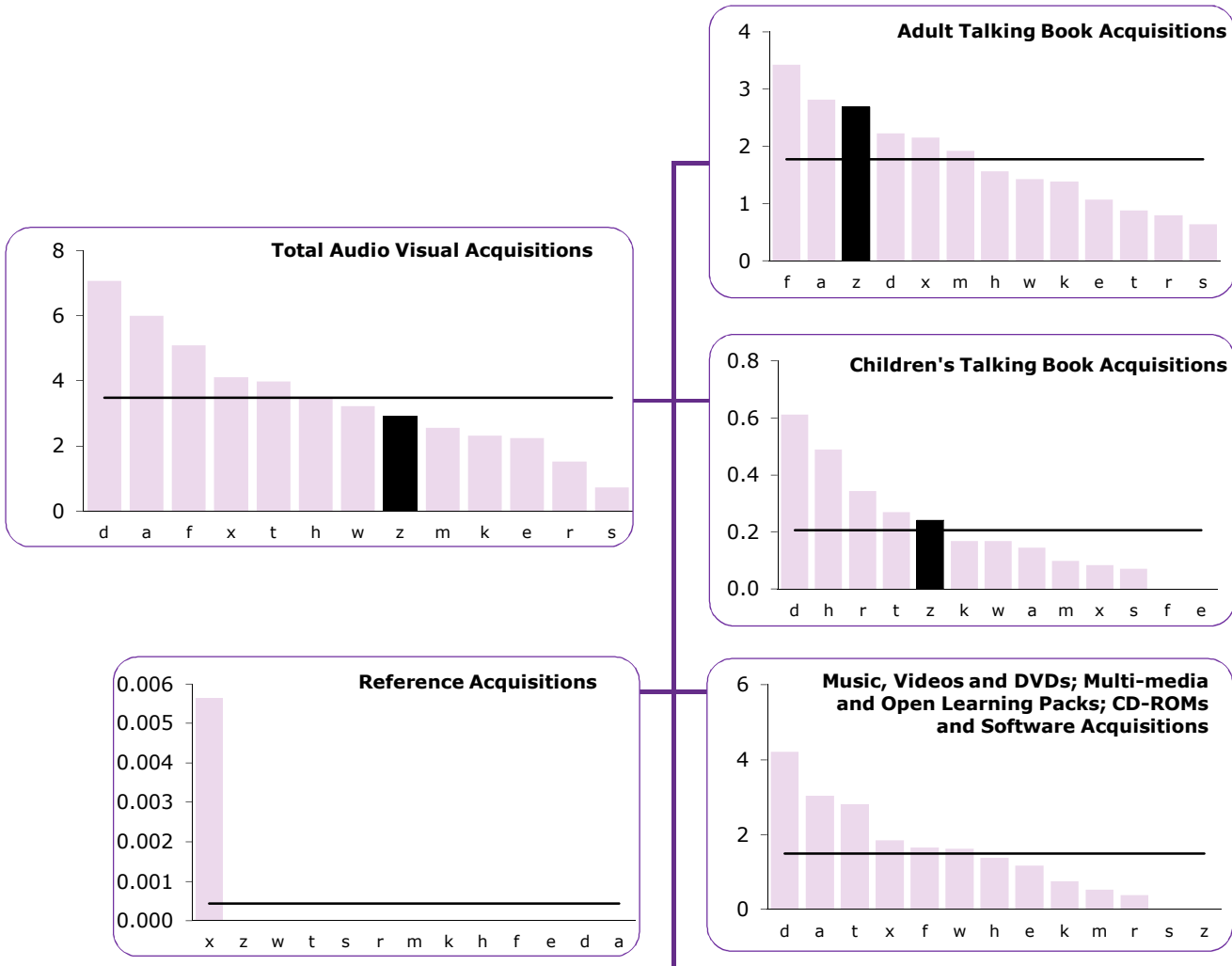
Source: CIPFA Public Library Statistics 2019 - Cells 68 to 74

D4: Audio, Visual & Other Acquisitions

2018-19 Actuals

graphs shown per 1,000 population

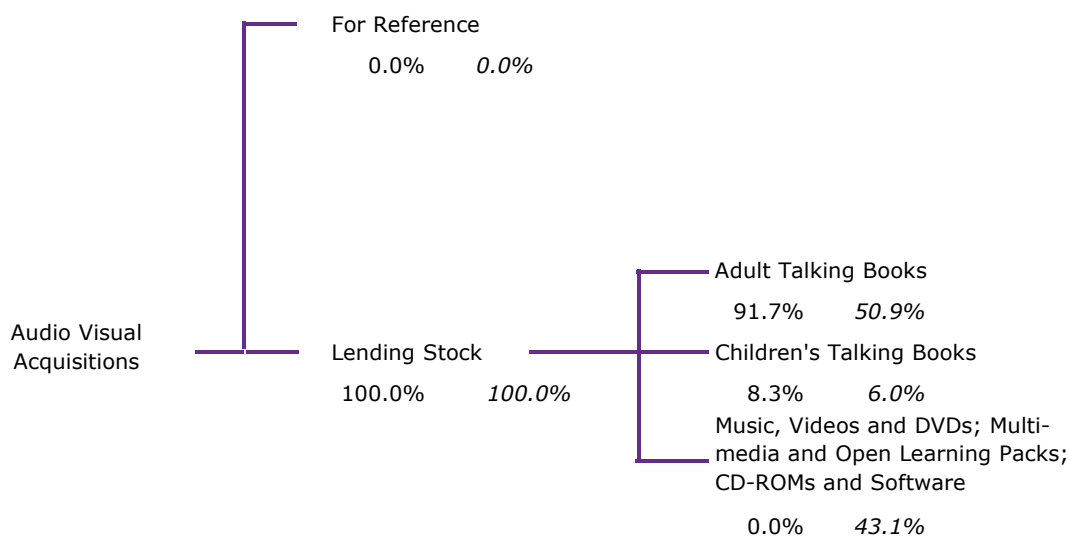
	Number	per 1,000 pop	Avg
For Reference	0	0.0	0.0
Lending Stock			
Sound - Adult Talking Books	400	2.7	1.8
Sound - Children's Talking Books	36	0.2	0.2
Music, Videos and DVDs; Multi-media and Open Learning Packs; CD-ROMs and Software	0	0.0	1.5
Total Audio Visual Acquisitions	436	2.9	3.5



Source: CIPFA Public Library Statistics 2019 - Cells 82 to 87

D4: Audio, Visual & Other Acquisitions (continued)

This tree diagram analyses each type of stock as a percentage of total audio visual acquisitions. Your authority's value is followed by the average value in italics.



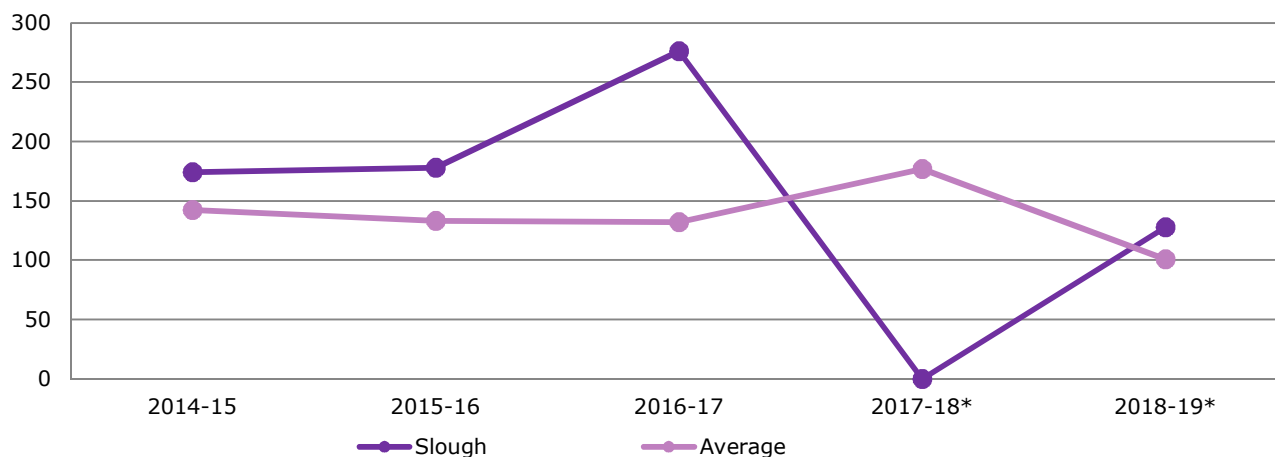
Source: CIPFA Public Library Statistics 2019 - Cells 82 to 87

D5: All Acquisitions (Books and Audio Visual)

Acquisitions	Number	per 1,000 pop	Average
2014-15	25,187	174	142
2015-16	25,945	178	133
2016-17	40,654	276	132
2017-18*	na	na	177
2018-19*	19,028	128	101

*does not include Electronic Acquisitions (eBooks, eNewspapers, eAudio, Music Streaming and Hardware)

Acquisitions per 1,000 population: Time Series

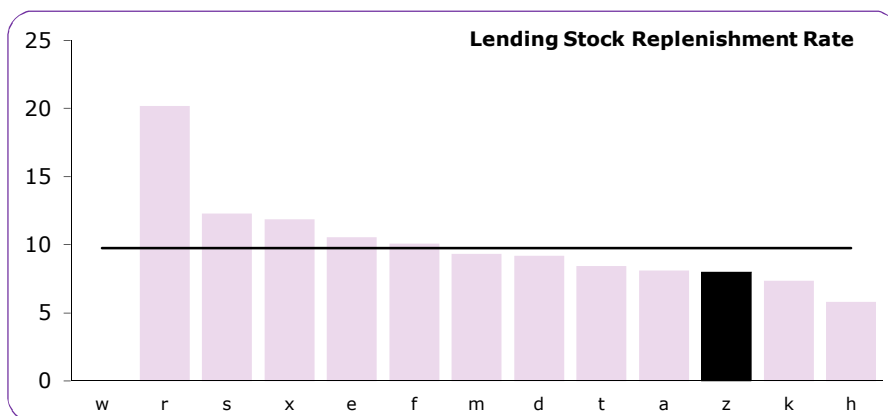


Source: CIPFA Public Library Statistics 2019 - Cells 74 & 87

D6: Lending Stock Replenishment Rate

Lending Stock	Years	Average
Replenishment Rate	8.0	9.8

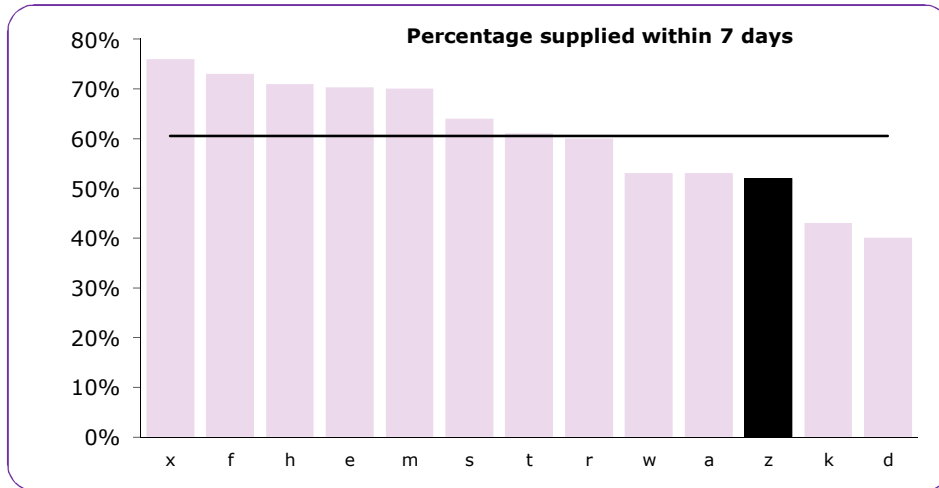
- Time taken in years to replenish the lending stock (not including electronic products) on open access or available on loan at 2018-19 rate.



Source: CIPFA Public Library Statistics 2019 - (Cell 65 + Cell 79) / (Cell 73 + Cell 86)

SECTION E: PERFORMANCE

The CIPFAstats Public Library Statistics primarily collect cost and quantity figures. Here we analyse the performance data included.



(See page 42 for details)

Section Contents

Page 42

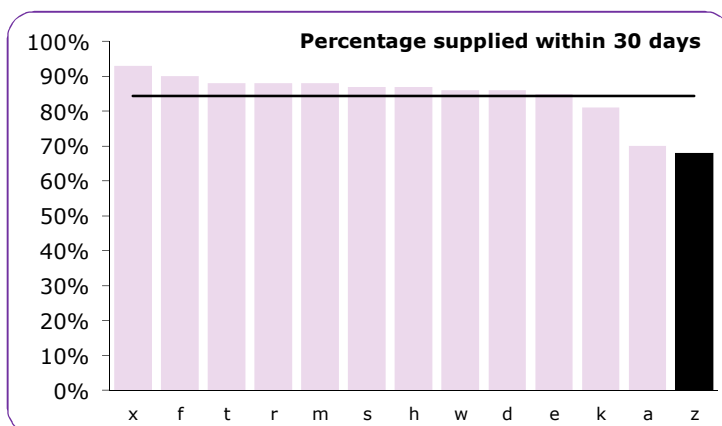
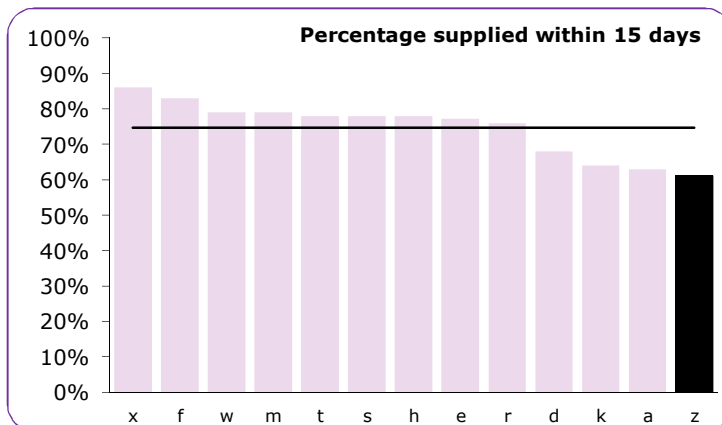
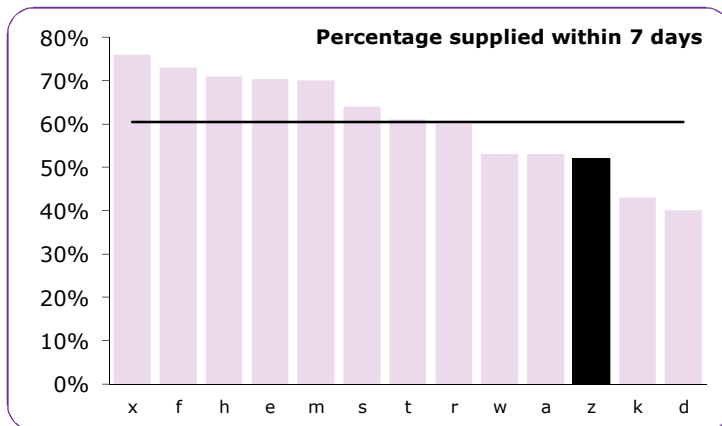
E1: Requests

% supplied in 7, 15 and 30 days

E1: Requests

2018-19 Actuals

Percentage Supplied	Authority	Average
within 7 days	52%	60%
within 15 days	61%	75%
within 30 days	68%	84%



Source: CIPFA Public Library Statistics 2019 - Cells 116 to 118

APPENDICES

Information to help you get the most out of the report.

APPENDIX 1 - Comparative Bar Charts

Page 44

The report makes a great deal of use of one simple type of chart that is used by many organisations including the consultants McKinsey & Co. to display data simply and effectively. This section provides a detailed overview of the chart and instructions on how to read the charts to get the most out of them.

APPENDIX 2 - Background Information

Page 47

This appendix provides comparisons for educational achievement, deprivation, area, population and population density as all these can have an impact on libraries planning.

APPENDIX 3 - Financial Information

Page 49

This appendix provides more detailed tables of the financial data analysed in section B.

APPENDIX 4 - Other CIPFA Libraries Services

Page 51

Links to other services that CIPFA provides for library authorities.

APPENDIX 5 - Contact Us!

Page 51

Let us know what you think and how we can make the profile more useful.

APPENDIX 1 - Comparative Bar Charts

Comparative bar charts

This type of chart is the backbone of our report. It enables us to display the data for the entire group efficiently, displays clearly to readers where their authority sits compared to the group and provides key information about the range of values being compared.

While we hope these charts will be intuitive to many readers, some readers will benefit from a little more information. In this appendix we clarify how these charts work and present techniques for getting the most out of the them.

Example 1: Anatomy of a comparative bar chart

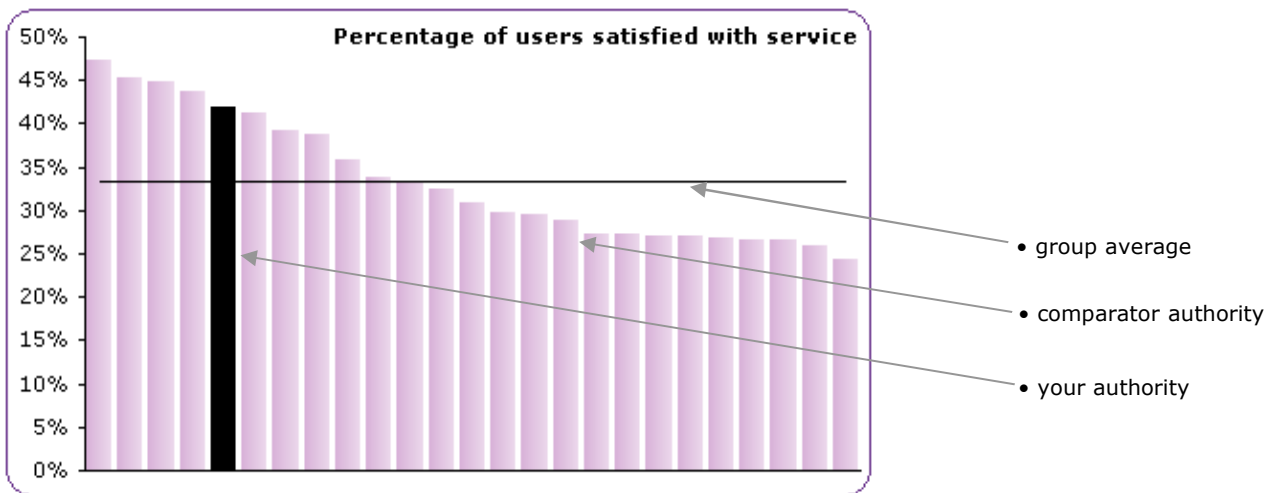
This chart displays fictional user satisfaction data for 25 authorities. Each bar represents an individual authority and the bar for the reader's authority highlights in black.

The values for the authorities are displayed in order starting at the highest value at the left of the chart and dropping to the lowest at the right of the chart.

In this example, the black bar highlights on the left of the chart, showing that the authority is performing strongly (has a high value) for this indicator when compared to the other 24 authorities.

The horizontal black line is the average value for the group. In this example it can literally 'be seen' that the authorities user satisfaction is clearly above average as the black bar is taller than the height of the average line.

The y-axis shows the scale and enables readers to judge the values of individual authorities and the average. While readers naturally cannot read exact values off the chart, your authority's own value and the group average will be displayed near the chart, often with the associated raw data.

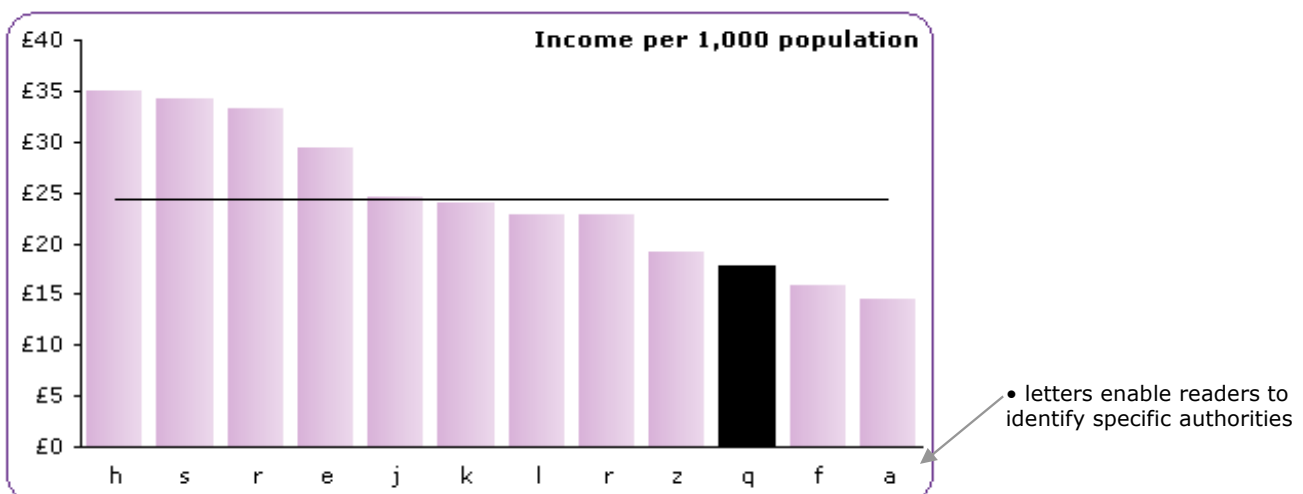


Example 2: Comparative bar charts for reports with small numbers of authorities

This example displays fictional income data for 12 authorities.

Authorities can request copies of this report using any grouping of authorities that they wish (e.g. small regional groupings, nearest neighbours or family groupings, core cities up to the whole of Britain).

For small groupings of authorities (19 or less) we display letters under the charts and provide a key in the report to enable readers to identify each of their comparator authorities individually.



Example 3: Zero values and unavailable data

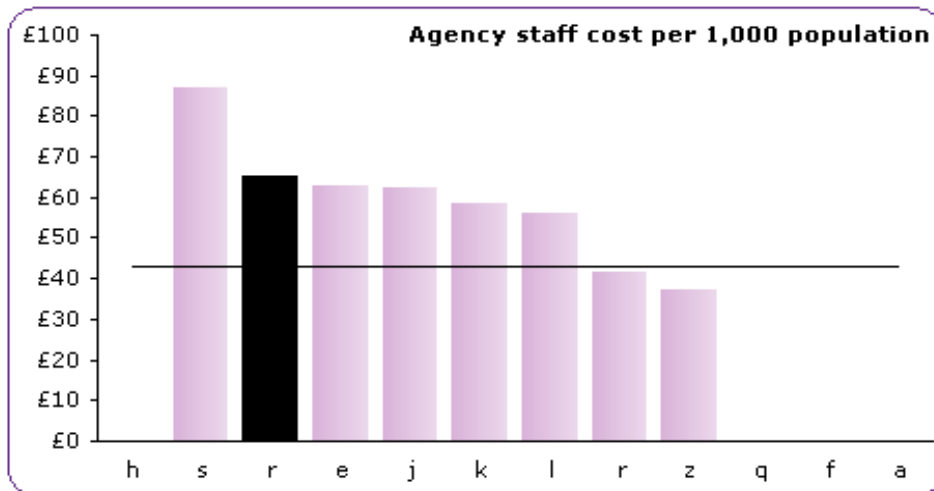
Zero values: In some cases the value for any authority might be zero, in this case the value 'displays' as a bar of zero height (i.e. no bar) on the right of the distribution (which follows the pattern of lowest values to the right of the chart).

Unavailable data: In other cases there may not be data available, either because the data were not supplied, or because the data supplied have been rejected. These are displayed by missing bars on the left of the chart.

Averages: Zero values are included in the average as they are genuine values for authorities. The average however excludes unavailable data.

This chart shows fictional agency staff costs for 12 authorities. The four missing bars can potentially cause confusion, however it will quickly become second nature to readers.

In this chart, authorities q, f and a have no spend on agency staff, i.e. they have not used agency staff and therefore their values are genuinely zero. However the use by authority h is unknown and has been excluded from the analysis (represented by the gap on the left of the chart). The chart average is based on only 11 authorities as authority h is excluded.

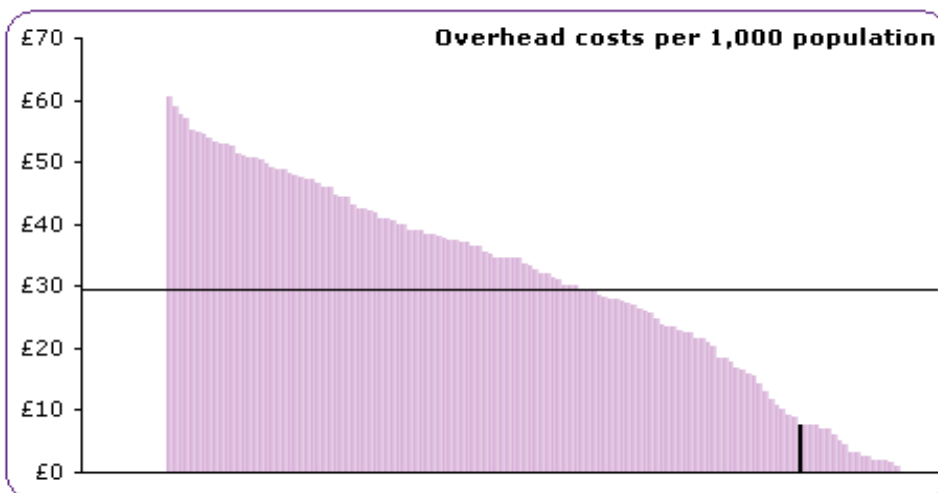


Example 4: Comparisons with large numbers of authorities

When a large number of authorities are displayed the individual bars get so small that they start to merge. The value for your authority should still be clearly visible as the black bar. While individual bars cannot be seen, this does not detract from the readers ability to compare their value to the group, or learn about overall range of values.

This chart shows fictional overhead costs for 150 authorities. By looking at the shape of the graph and position of the black bar and average line the following information can be observed.

- The black bar authority has a very low figure, being less than a third of the group average.
- Data were not available for around 10% of the authorities (gap on left of the chart).
- 5% of the authorities report either zero or miniscule costs (gap on right of the chart).
- There is great variation in these costs, as the distribution slopes smoothly from left to right showing that there is no 'typical' value for this cost.



Examples 5-8: Example distributions and help in interpreting them

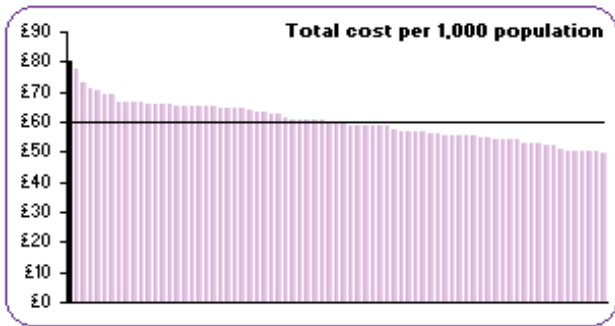
The distributions of values shown on the charts can vary greatly. Here we show some examples to help readers understand how the distributions can vary. In each case we will keep the black bar authority's value the same and the group average the same, however the shape of the graph and distribution of the groups values are varied to give quite different pictures of the example authority's costs.



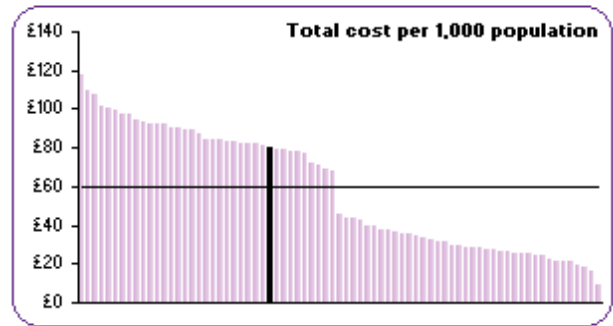
- This chart shows a very common distribution (which a statistician would appropriately call the 'normal' distribution).
- While there is a wide range of values (20-100) the majority of authorities are in a much tighter range (about half are between 50 and 70).
- In this particular case the highlighted authority has one of the highest costs.



- This chart shows a straight sloping distribution.
- There is no consistency between authorities and no such thing as a typical value.
- In this particular case the highlighted authority is above average, but not significantly so.



- This chart shows little variation between authorities.
- In this particular case the highlighted authority is clearly the most expensive per 1,000 population.



- This distribution is quite rare, the chart clearly displays two distinct groupings of authorities.
- In this case interpreting the highlighted authorities value is difficult and it is important to investigate the reasons behind this variation.

Quartiles

We finish this introduction with a quick note about quartiles. Quartiles are a popular simple way to examine distributions of cost or performance data.

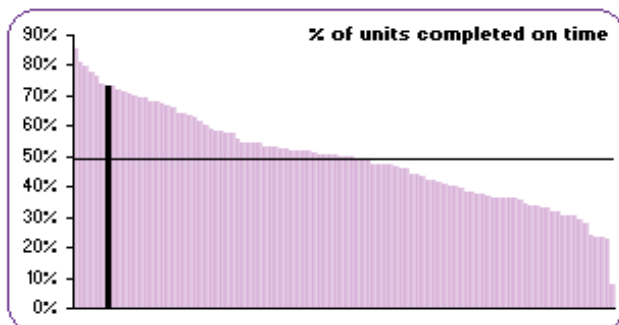
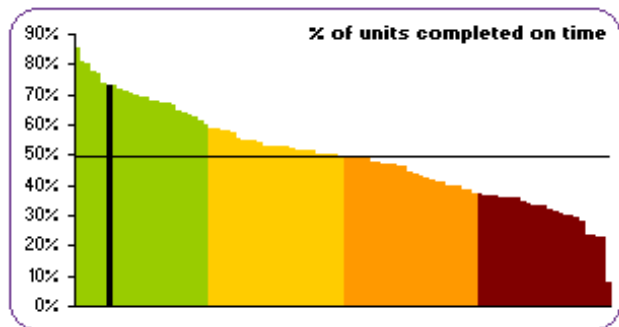
Quartiles are produced by splitting the distribution into four quarters, as presented on the right.

Mathematically the word quartile refers to the boundaries between the quarters (called the lower quartile, median and upper quartile).

In business & management the word quartile is more often used to refer to the quarters themselves. "Top quartile" is used to describe the best quarter (e.g. highest performance) while "bottom quartile" refers to the worse (e.g. high cost or low performance).

It is common approach to view "being in the top quartile" as a benchmark to be achieved, and "being in the bottom quartile" as a sign of problems.

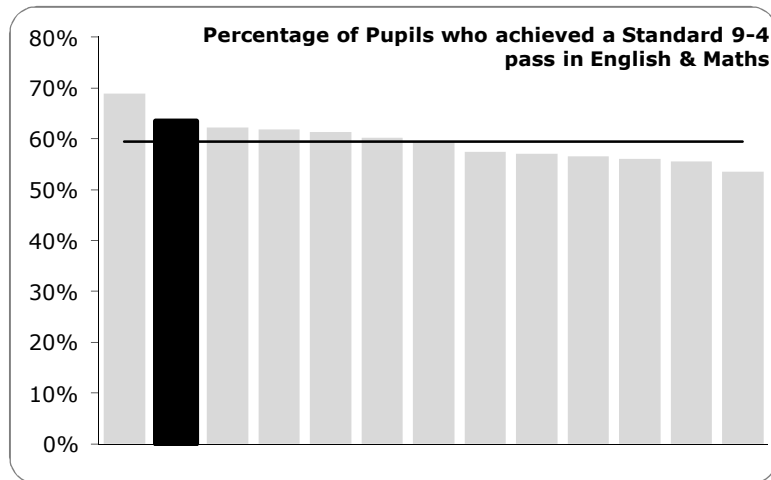
We do not show quartiles in this report, as this approach can be viewed as simplistic, and it does not fit in with the purpose of the report, which is to inform rather than judge. The reader should however compare the top and bottom charts and note



APPENDIX 2 - Background Information

Educational Attainment

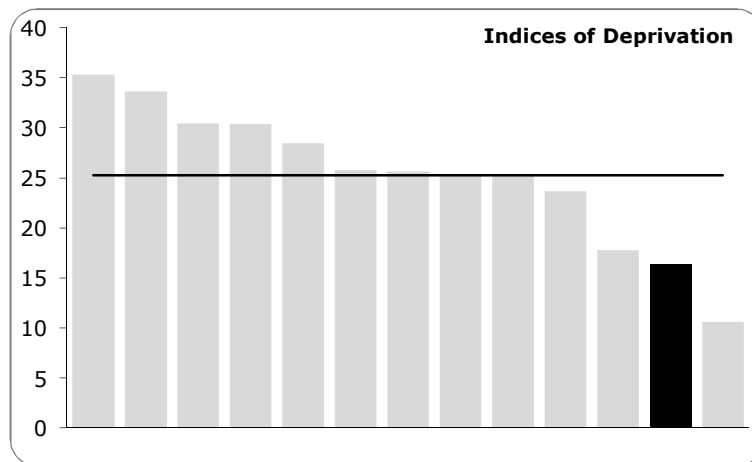
		Average
Educational Attainment	63.5%	59.5%



Source: CIPFA Children's Services Actuals Statistics 2017-18 - Column 305

Deprivation

		Average
Index of Deprivation	16.4	25.3

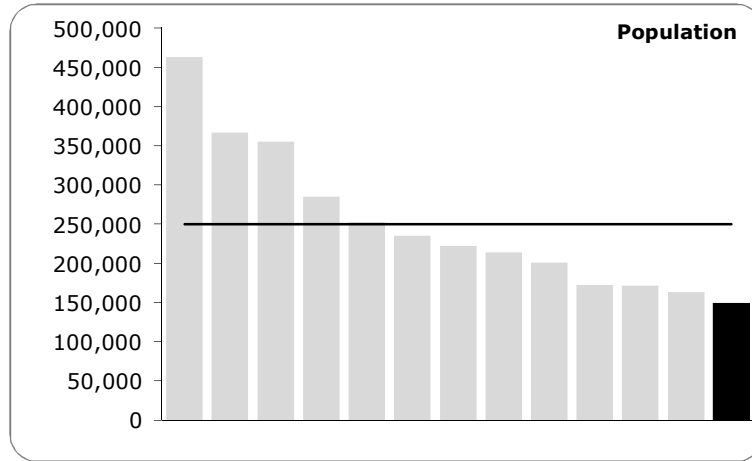


The higher the index, the more deprived the authority is.

Source: DCLG Indices of Deprivation 2010

Population

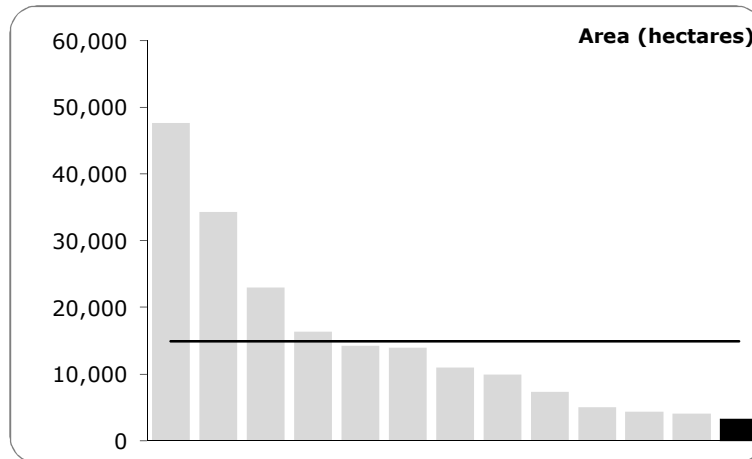
		Average
Population	149,100	250,208



Source: ONS Mid 2018 Population Estimates

Area

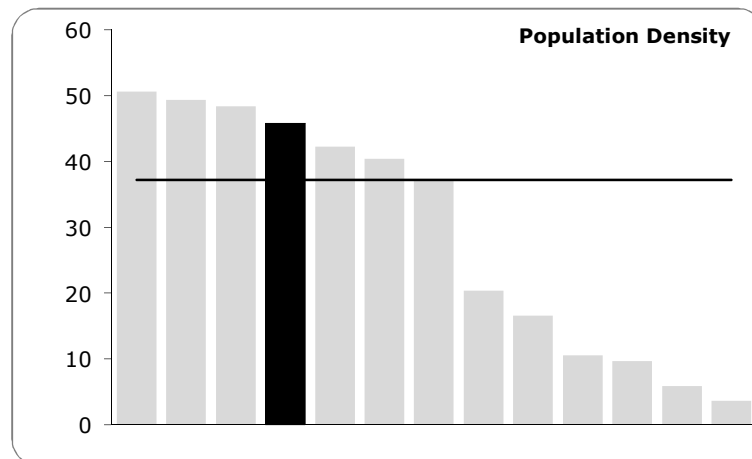
		Average
Area (hectares)	3,254	14,949



Source: ONS Area 2018

Population Density

		Median
Population Density	45.8	37.2



APPENDIX 3 - Financial Information

For Slough Borough Council Financial Information 2018-19 (Actuals)

Revenue Expenditure	£	per 1,000 pop	Average
Employees	874,479	5,865	5,437
Premises	5,384	36	1,515
Supplies & Services			
Books & Pamphlets			
- Reference	0	0	22
- Adult Fiction	43,913	295	251
- Adult Non-Fiction	24,260	163	119
- Children's Fiction	46,504	312	183
- Children's Non-Fiction	12,866	86	42
Newspapers, Periodicals & Magazines	8,152	55	60
Sound Recordings			
- Adult Talking Books	15,212	102	66
- Children's Talking Books	883	6	4
Music, Videos and DVDs; Multi-media and Open Learning Packs; CD-ROMs and Software	0	0	23
Electronic Products			
- eBooks (lending and reference)	5,031	34	53
- eNewspapers, eMagazines & eComics	5,866	39	36
- eAudio & eAudiovisual	3,800	25	30
- Music Streaming	0	0	4
- Film Streaming	0	0	0
- Hardware	0	0	0
Online/Electronic (Internet etc.)	18,519	124	57
Other Acquisitions	7,855	53	30
Bookbinding	0	0	3
Total Materials	192,860	1,293	982
Computing Costs	78,874	529	164
Other Supplies & Services	38,351	257	470
Transport	363	2	34
Third Party Payments	0	0	95
Support Service Costs	80,182	538	1,045
Total Revenue Expenditure	1,270,493	8,521	9,743
Revenue Income	£	per 1,000 pop	Average
Overdue Charges	(10,351)	(69)	(105)
Reservation Fees	(1,179)	(8)	(6)
Lettings	0	0	(122)
Hire of Audio & Visual Materials	(1,640)	(11)	(26)
Electronic Revenue	0	0	(14)
Specific Grants	0	0	(163)
Provision of Library Services to other Local Authorities	0	0	(0)
Miscellaneous - receipts from the public	(35,236)	(236)	(274)
Miscellaneous - corporate income	0	0	(73)
Total Revenue Income	(48,406)	(325)	(784)
Net Expenditure (excluding Capital Charges)	1,222,087	8,196	8,960
Capital Charges	164,849	1,106	1,130
Total Net Expenditure (including Capital Charges)	1,386,936	9,302	10,090

Financial Information 2018-19 (Actuals - Continued)

Capital Expenditure	£	per 1,000 pop	<i>Average</i>
New Buildings	0	0	0
Refurbishment of Premises	0	0	52
IT Investment, Networks etc.	0	0	62
Books and Pamphlets	0	0	1
Other Library Materials	0	0	0
Other Capital Expenditure (please specify)	0	0	4
Total Capital Expenditure	0	0	120

Financial Information 2019-20 (Estimates)

Revenue Expenditure	£	per 1,000 pop	<i>Average</i>
Employees	1,024,172	6,869	5,784
Premises	8,100	54	1,397
Supplies & Services - Materials	247,000	1,657	943
Other Expenditure	142,496	956	1,792
Total Revenue Expenditure	1,421,768	9,536	9,917
Revenue Income	(34,428)	(231)	(791)
Net Expenditure (excluding Capital Charges)	1,387,340	9,305	9,126
Capital Charges	175,960	1,180	872
Total Net Expenditure (including Capital Charges)	1,563,300	10,485	9,999

APPENDIX 4 - Other CIPFA Libraries Services

CIPFA Public Library Statistics

CIPFA are the leading independent source of data about local government services, undertaking more than 30 surveys annually. We have been collecting data relating to public libraries for more than fifty years. The data collected represents the most comprehensive source of information relating to measuring the performance of public library authorities in the UK.

A working group of local authority practitioners and central government representatives meet annually to help shape the direction of the questionnaire and data that is collected to ensure that it is continually adapted to remain relevant in an ever-changing environment.

Datasets provide financial and non-financial information for local government managers engaged in comparative analysis and performance measurement. Subscribers to www.cipfastats.net have access to our historical archive of downloadable data in addition to a range of interactive and visual tools to help with further analysis.

www.cipfastats.net/leisure/publiclibrary

CIPFA TISonline Leisure and Culture Services Stream

TISonline is CIPFA's online information resource which supports financial managers in the public services. TISonline provides over 30 information streams of guidance on the financial and service functions of local authorities and other bodies, supported by news updates, discussion forums and e-alert services.

www.cipfa.org/services/tisonline/tisonline-leisure-and-cultural-services

APPENDIX 5 - Contact Us!

We hope you have found the profile interesting and informative.

This is the ninth year of the profile and we aim for this to be a user-led product that improves year-on-year.

Please help us improve the next round by contacting us with your thoughts and suggestions!

libraries@cipfa.org

We will also be happy to answer any queries you have regarding the profiles.

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Slough Library Service Plan 2022-2027

CONTENTS

1. *Introduction from Lead Member*
2. *Key work areas - what will residents see by 2027?*
3. *Introduction to Slough Library Service*
4. *Our 3 key foundation aims*
 - Improved literacy and love of reading for all residents
 - Affordable services available to all users
 - Levelling up opportunities for all residents

Introduction from Lead Member

Dear residents of Slough,

I am a passionate champion for our library service in Slough. I believe that this service has a vital role to play in improving the lives of our residents over the next 5 years.

Our library service is at the heart of our communities, whether that be in a building or via our on-line library. We want both offers to be welcoming and inviting, inclusive and accessible providing space for people to study, to attend creative clubs, to meet authors, to play and relax. Our library service should allow our residents to access a great range of books, e-resources, newspapers, and magazines. We want our library service to support people of all ages who are looking for work by providing excellent IT facilities and volunteering opportunities to help develop their skills and build their CV. Our library service is a place where residents can learn about their local area and research family history. We want our library service to help young children prepare for attending school, allow students to find a quiet space to study and be a place where residents can access lifelong learning opportunities. We also want our library service to work with our arts and culture partners to enrich creativity across Slough. Our well trained and experienced staff, supported by volunteers, will help you access the services you need.

This is my vision for the library service in Slough. We already deliver lots of my vision already, but this plan will help us focus on making sure we are doing this in the most effective and efficient way possible. Slough Borough Council will continue to face a challenging financial situation over the next 5 years, and we can't commit to continuing to use all of the buildings currently used to provide library services, but we are committed to making sure our library service is comprehensive, accessible, and meeting local needs.

I was so impressed that during 2020 and 2021 when the country was in lockdown, our library service adapted to make sure we could still deliver a service under very challenging circumstances. This has led us to re-think how a modern library service could operate and has taught us a lot about what is possible, from delivering services in different ways, to rethinking which buildings we need and what space we need to dedicate to the library service in those buildings which we are able to continue to provide. This plan makes sure that we just don't go back to where we were before the pandemic, we want to go further and design a service that we can be very proud of. We need to make sure our future library service is modern, vibrant, and sustainable. I want us to find ways to provide library services within our localities and to develop our excellent partnership with organisations across Slough to keep bringing good services to you.

In late 2021 we carried out a thorough Needs Assessment and large-scale public consultation about the future of our Library Service. The results of this work and the Equality Impact Assessment that sits alongside them means we are now in a position to set out our high-level aims for the service and the areas that we will be working on over the next five years.

Your responses to the consultation survey identified that the most important things you look for in a library service are being able to borrow books, including books from the Children's section, and having a library service within walking distance from where you live. You also told us that it was important that our library service was efficient, and this includes spending a reasonable amount on new books as well as seeing if other organisations could work from buildings in which we provide a library service to help spread the cost of running the buildings. The third consideration you wanted us to prioritise was to make sure our library service was open on days and at times that suited you.

Taking all this into account we will now focus on delivering these three high-level aims:

- Improved literacy and love of reading for all residents
- Affordable services available to all users
- Levelling up opportunities for all residents

This plan will summarise how we will achieve these aims by focussing on 8 key work areas.

Key work areas - What will residents see by 2027?

At the end of the period covered by this plan our aim is that residents will see our Library Service delivering the following:

- ❖ High quality support for adults and children to support literacy and encourage a love of reading for pleasure.
- ❖ Make sure the right library services are delivered in the right way in the right locations ensuring that the physical building spaces and events are fully accessible, supporting those with additional needs
- ❖ Encourage residents of all ages to make use of our library service to improve their wellbeing and personal development.
- ❖ Increased range and diversity of on-line resources and support for residents to use these virtual resources, making sure that no resident is excluded from accessing the on-line world.
- ❖ A range of exciting, relevant and enjoyable events hosted by library services.
- ❖ Increased opportunities for volunteering in our library service and highly professional volunteers working with all library users.
- ❖ Improved collection and use of data to make sure our decisions are based on evidence.
- ❖ Strong engagement with residents to help us shape the service and promote events, activities, and library resources.
- ❖ We provide and spend a publications budget in line with councils in our most similar group and review our building opening times to ensure value for money.

Introduction to Slough Library Service

This plan is about improving and promoting the opportunities that our library service can offer and placing this at the heart of our community. We are fortunate in Slough to have a strong foundation to build from¹.

In February 2022 our library service is being delivered from 4 main buildings; The Curve, Britwell Hub, Langley Library and Cippenham Library. Satellite children's libraries are also provided at 3 Children's Centres (Chalvey Grove, Vicarage Way and Wexham). As well as these physical spaces we have an extensive range of resources available on-line; in 2019/20 over 100,000 e-resources were borrowed from Slough library service. Our libraries offer more than just somewhere to borrow hard copy and electronic publications. Over 66,000 hours of computer time were booked by library users during 2019/20 and 67,000 visits were made to attend an event or activity in one of our buildings.

Our on-line resource is available 24/7, but pre-Covid our physical library service was open for over 200 hours per week. Our staff were available at for all of those 200 hours. We also deliver a small "Library at Home" service for users unable to get to a building from which we provide library services supported by a small number of volunteers.

In common with all local councils, we have to make sure that all our services, including our library service delivery best value for money. The current financial challenge faced by the council means that we will have to check more often what we do, where we do it from and how we do it to make sure this service continues to be comprehensive, relevant, and efficient. One of the ways we will do this is to make sure we deliver core services well and that we compare favourably with the library service delivered by our "Most Similar Group" of councils. At the very least we want to be aligned with this Most Similar Group.

The Needs Assessment and public consultation we carried out in 2021/22 has led us to ask ourselves questions about the best ways to deliver a library service in the future. Do we need to change the times our physical library service is open? Do library staff need to be available at all buildings used to provide our Library Service at all times? Can we deliver events and activities from different locations? How can we increase our volunteering opportunities? Are there other council services or partner organisations who could share space in buildings which we use to provide our library service? What more can our library service do to support the council's aspiration to move to "digital by default" service delivery? Should we bring our spend on publications in-line with our most similar councils?

Our plan sets out our high-level commitment to answering some of these questions whilst making sure we continue to deliver a comprehensive and efficient service for local library users now and in the future.

Our key foundations: **Improved literacy and love of reading for all residents**

Encouraging, enabling, and promoting a love of reading will be at the core of our library service. We will do this by continuing to offer a wide range of books and publications both hard copy and e-resource and by hosting events and activities that help both children and adults who are developing a love of reading and improving their literacy levels.

¹ Slough Library Service Needs Assessment 2021/22 – Slough Borough Council

It is estimated that around 16% of adults in England have “very poor literacy skills”² and the UK government says that this means 16% of adults have a reading age equivalent to that of an 11-year-old³. Mencap estimates that at least 1.5million people in the UK have some form of learning disability⁴. For both children and adults these issues can have a serious impact on their wellbeing as well as their ability to access information that can have a serious impact on their life chances such as finding job or support for their health.

Slough library service will build confidence in reading and writing for our residents by providing a safe real-life and virtual spaces where people can develop their literacy skills. The library service will focus on expanding opportunities to work with people who would benefit from additional support.

Our library service will remain inclusive and open to all. We will continue to provide free access to books and other reading materials, IT, events, and activities that inspire and engage residents to improve literacy levels and enjoy reading for pleasure. Slough library service will be a knowledge hub and support residents to connect with other services and organisations.

- ❖ High quality support for adults and children to support literacy and encourage a love of reading for pleasure.
- ❖ Encourage residents of all ages to make use of our library service to improve their wellbeing and personal development.

We will work with early years providers, parents, schools, and community groups to support children to be school ready, develop their literacy skills, support education catch-up and continue to provide a safe space for young people to study and learn outside of the classroom. Our library staff and volunteers will be available to provide support at times that are most popular for users. We will regularly review our opening times to make sure they meet the needs of our residents.

We will partner with a range of organisations which support adults to improve their literacy skills for their everyday lives. This will have a positive impact on job opportunities, aspirations, and independence.

- ❖ Make sure the right library services are delivered in the right way in the right locations ensuring that the physical building spaces and events are fully accessible and support those with additional needs.

We will actively encourage other services to co-locate in buildings from which we provide our library service so that there are a number of reasons for residents to come to a building. Part of the co-location offer will be organisations cross promoting the other facilities and services available at the location. We will also seek out opportunities for library services and events to be delivered from other locations outside of the buildings used for the library service. This will help ensure library services reach out to communities and individuals who may not be current library users.

- ❖ Increased range and diversity of on-line resources and support for residents to use these virtual resources, making sure that no resident is excluded from accessing the on-line world.

Slough’s online collections and resources like Ancestry UK as well as our wide range of e-books, e-newspapers and e-magazines increased in popularity during lockdown, and we will respond to this

² Adult Literacy Trust [Adult literacy | National Literacy Trust](#)

³ [Simone: dyslexic user - GOV.UK \(www.gov.uk\)](#)

⁴ [Learning Disability Research and Statistics | Mencap](#)

change in customer borrowing patterns. Our staff and volunteers will be able to support residents in low-key, informal ways to be comfortable and confident using these on-line resources as well as accessing council services via digital routes. Wherever possible our library service will actively support and promote the work of Community Learning and other training providers to encourage residents to access formal training and up-skilling to use digital, virtual and e-resources.

❖ **A range of exciting, relevant and enjoyable events hosted by library services.**

The library service already runs a wide range of events and activities to encourage residents of all ages and abilities to enjoy reading and use the range of services on offer. We will work with local partners and volunteers to develop relevant and enjoyable programmes of events and activities for all ages, to ensure that our current and future library users can develop a lifelong love of reading and use of the library service.

❖ **Increased opportunities for volunteering in our library service and highly professional volunteers working with all library users.**

Our desire to increase volunteering opportunities will help us achieve two important aims. The first is to support our committed staff team in delivering events and activities to inspire a love of reading in our residents. The second is to improve literacy and a love of reading in our increased volunteer cohort and demonstrate to these individuals the benefits to their own wellbeing, health, and employment outcomes of a love of reading and engaging positively with their community.

❖ **Improved collection and use of data to make sure our decisions are based on evidence.**

We will use the data we collect about borrowing and event attendance in Slough, and data from our Most Similar Group of councils to inform our decisions. This could be about what publications to buy and stock, what events to host or which partners to work with and what hours we should have dedicated library staff available to support residents improve their literacy and reading skills.

We will continue to develop and use a variety of methods to provide us with in-depth information about our stock management choices including: our own system data on users' borrowing choices and preferences, information from our suppliers, market analysis on national reading trends, alongside direct engagement, and feedback from residents.

❖ **Strong engagement with residents to help us shape the service and promote events, activities, and library resources.**

Library users are at the heart of the service. So, it is important that the service we are offering reflects the diverse interests and needs of our residents. We will look at new ways for residents to share their views and get involved in helping to shape the service, help inform the resources on offer, and provide regular feedback and input.

❖ **We spend an amount of our budget on publications aligned to that spent by councils in our Most Similar Group and will review our building opening times to ensure value for money.**

Ensuring value for money is a key consideration now for all council services including our library service. Over the coming 5 years the Council's financial situation will mean that we are unable to aspire to be in the top quarter of our similar councils in terms of spending on library publications (Slough is currently second in our most similar group of councils) but we will aim to align ourselves within the range of spend made by others within our Most Similar Group. Our choice of titles and formats will be carefully considered taking local data, assessments, and insight from residents into account.

We will offer residents a choice of accessing books and attending events in real life, and on-line. Our on-line offer will be available at all times, and the buildings from which we provide our library service will be open at times that suit you. We will publish and promote the times buildings providing library services are open and when dedicated staff will be available to help and support adults and children to develop a love and joy of reading.

*Our key foundations: **Affordable services** available to all users*

We have to make sure that we can afford the services residents need. We also have to do all we can to make sure our library services are accessible and available to all of our residents, including those residents who may not currently use libraries.

Our commitment is to keep our core service free at the point of use for all users. For services where we can charge, we will ensure that our charges are reasonable and in line with what other councils who are most similar to us ask for. Where we offer services from buildings, we will make sure that they are accessible to people with reduced mobility or with prams and buggies and that our buildings are open at the times that suit the majority of residents.

As we develop our on-line resource it will be easy for residents to use and navigate through. This will also mean that an increasing amount of content (whether it is publications to borrow, advice or recordings of live events) will be available 24/7 and not restricted to the times buildings used to provide library services are staffed.

- ❖ High quality support for adults and children to support literacy and encourage a love of reading for pleasure.
- ❖ Encourage residents of all ages to make use of our library service to improve their wellbeing and personal development.

Access to books and publications will be free for all library users. Most of our events and activities will remain free to come to because we don't want cost to put people off developing a love of reading. Where there are opportunities for additional funding or resources through things like grant applications, private sector financial support or good quality book donations we will ensure we make full use of these over the next 5 years.

We will continue to offer face-to-face support for children and adults to encourage reading and literacy. However, both specialist support and informal guidance and help will be available at specific times in each building in which we provide library services throughout each week. We will have buildings used to provide our library service open at times when users really need them – this will allow us to offer flexible opening hours including evenings and weekends.

- ❖ Make sure the right library services are delivered in the right way in the right locations.

We will make sure we offer bespoke services to support specific community needs so we do not waste resources delivering un-popular services in locations with little take-up. Our library opening hours, and the times dedicated staff and volunteers are available will be regularly reviewed to make sure they meet local needs.

Staff from other organisations or council services will be able to support library services by helping us keep the buildings used to provide library services safe and carrying out some basic functions to help residents use our library service.

❖ Increased range and diversity of on-line resources and support for residents to use these virtual resources, making sure that no resident is excluded from accessing the on-line world.

In 2022 the cost of purchasing on-line e-publications is not cheaper per item than hard copy. However, over the course of the next 5-years we will be monitoring the costs of items across a range of formats to ensure that we are achieving best value for money and providing good levels of accessibility.

❖ A range of exciting, relevant and enjoyable events hosted by library services.

The library service already includes running a wide range of events and activities to encourage residents of all ages and abilities to enjoy reading and use the range of services on offer. We will work with local partners and volunteers to deliver relevant and enjoyable programmes of events which will always be free to use wherever possible. If specialist events are delivered where a charge can be made these costs will always be reasonable and transparent.

To make sure our library service remains affordable we will seek out more and more options about where we deliver our events programme from. We will bring our library events out into the community and use a range of buildings and locations including parks and open spaces, community centres, schools, health settings, retail, and leisure centres where we can.

❖ Increased opportunities for volunteering in our library service and highly professional volunteers working with all library users.

Opening up further opportunities for volunteers may result in the overall library service being delivered more economically. However, volunteers need some management, supervision and support and will also have training needs that will have to be met. An increased cohort of engaged and supported volunteers will provide benefits directly to these residents (often those who are unemployed or under-employed) and give more flexibility to the library service about what services are offered to the community.

❖ Improved collection and use of data to make sure our decisions are based on evidence.

We will use the data we collect about borrowing and event attendance in Slough, and data from our Most Similar Group of councils to inform our decisions. This could be about what publications to buy and stock, what events to host or which partners to work with to deliver an increased level of literacy and love of reading. By understanding how our customers use our services we can better deliver what they need and not potentially waste resources by offering the wrong service to the wrong community or in the wrong location.

❖ Strong engagement with residents to help us shape the service and promote events, activities, and library resources.

Library users are at the heart of the library service. So, it is important that the service we are offering reflects the diverse interests and needs of our residents. We will look at new ways for residents to share their views and get involved to help us ensure that our services are responsive to the needs of users and, therefore, delivering good value for money.

❖ We spend a similar amount of our budget on publications as councils in our most similar group and review our building opening times to ensure value for money.

Reducing our spending on publications and ensuring that it remains aligned to our most similar group of councils will mean more carefully planned choice of books and resources. In order to

maintain a service that meets the needs of all residents we will commit to regularly engaging with users and non-users about the choice and format of publications to ensure we are able to provide a good range of material for residents.

By offering flexibility around opening times we will be able to make sure our service is efficient. We want to make sure staff and volunteers are available in your community at times that are popular with you, so we don't have the costs of keeping services open at times when people don't want them.

*Our key foundations: **Levelling up opportunities for all residents***

Slough's library service is more than just a place to borrow books, it is a service which brings people and communities together to share culture and creativity. Our service will continue to help people to learn and develop lifelong skills, provide resources and support to help improve their health and wellbeing, and provide places where residents come to access information and support from a range of other organisations.

Our library service will look to work with partners over the next 5 years to provides residents with access to additional services like post-natal sessions, support for people with hearing impairments, programmes to support people's physical and mental health and wellbeing, and programmes to help reduce social isolation. We will forge relationships that allow library services to support and facilitate work with partners and volunteers to run work clubs and skills sessions to help people to improve their employability. Our relationship with Community Learning and other learning providers will mean we remain somewhere where digital skills courses and coding clubs (for young people with an interest in IT development) will be delivered from. Through this new plan for libraries, we will actively seek out opportunities to provide additional support to our most vulnerable communities and those residents in need of extra help.

Wherever possible, our library services will be delivered from buildings where other services are co-located. This will make it easier for those residents who need to work with support staff or advisors, or who have to attend appointments to come to a single location rather than trying to travel across the borough. This should help improve Library membership since those residents who are attending a building for advice or support in another service can have a soft introduction to what library services can offer.

Our library service will continue to play a crucial role in helping our communities to recover from the impacts of the pandemic. The library service helps our residents by improving access to a good quality education, training, and employment plus access to better health and wellbeing for Slough residents.

- ❖ High quality support for adults and children to support literacy and encourage a love of reading for pleasure.
- ❖ Encourage residents of all ages to make use of our library service to improve their wellbeing and personal development.

Our work with partners to support children to be school ready, develop their literacy skills, support education catch-up and continue to provide a safe space for young people to study and learn outside of the classroom helps prevent educational outcome discrepancies for children increase across the borough.

Supporting adults to develop a love of reading and increase literacy skills will break down this barrier to accessing training and employment. Our staff and volunteers will be able to offer informal guidance and training sessions, reading for pleasure sessions and information about more formal training for adults.

❖ **Make sure the right library services are delivered in the right way in the right locations.**

We will analyse data from a range of partners to help us design and deliver services that meet the needs identified in different localities. The library service will benefit from this shared knowledge and resource where co-location is possible. This means the activities and events offered by or facilitated by library staff and volunteers will be closely aligned to the needs of specific communities. This close working will increase the focus of all services on reducing health, social and economic inequalities across Slough.

❖ **Increased range and diversity of on-line resources and support for residents to use these virtual resources, making sure that no resident is excluded from accessing the on-line world.**

There is an acknowledged risk that the increased reliance on on-line service delivery could exclude or leave some residents behind. This could have serious consequences for them in terms of accessing health services, training, employment and benefits, and advice. Library staff and volunteers will provide support and guidance to residents who struggle to use the new digital world. They will promote the benefits of on-line resources (for example, access at times that suit residents), guide users to the most useful sites and help with using search engines and results.

❖ **A range of exciting, relevant and enjoyable events hosted by library services.**

The library service already runs a wide range of events and activities to encourage residents of all ages and abilities to enjoy reading and use the range of services on offer. Each of these events uses literacy, reading and writing as a vehicle to engage with residents. Through this engagement residents can pick up new technical skills and knowledge (e.g., skills to bond with pre-school children through reading or creative writing) or new social skills (e.g., interacting with others to reduce loneliness, reading to reduce mental ill-health). Picking up and practicing these skills form firm foundations from which to reduce inequality.

❖ **Increased opportunities for volunteering in our library service and highly professional volunteers working with all library users.**

Our commitment to increase volunteering opportunities will allow a larger group of residents to either experience the world of work for the first time (e.g., school leavers or long-term unemployed), improve skills and confidence (e.g., residents who are underemployed) and improve social interactions (e.g., residents concerned by loneliness or social anxiety). Volunteering can be an end in itself for those residents who are not looking for skills to improve their work CV but can also be an important step into paid work for those who may lack qualifications or experience.

❖ **Improved collection and use of data to make sure our decisions are based on evidence.**

Analysis of library usage data will help not only the library service make decisions based on evidence, but anonymised data can be combined with other data sets to help a range of council services understand the needs of their customers too.

❖ **Strong engagement with residents to help us shape the service and promote events, activities, and library resources.**

Library users will be encouraged to feedback to us about how the services offered by the service can help more residents have great life outcomes. But our library users will also be encouraged to work with us to promote throughout their local community the work that libraries deliver to drive up library use and membership.

- ❖ We spend a similar amount of our budget on publications as councils in our most similar group and review our building opening times to ensure value for money.

Reducing our spending on publications but ensuring that it remains aligned to our Most Similar Group of councils will mean more carefully planned choice of books and resources. In order to maintain a service that meets the needs of all residents we will commit to regularly engaging with users and non-users about the choice and format of publications to ensure we are able to provide a good range of material for residents.

By offering flexibility around opening times we will be able to make sure our service is available to help residents access information, support and guidance at times that suit them. We want to make sure staff and volunteers are available in your community at times that are popular with you, so we don't have the costs of keeping services open at times when people don't want them.

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EQUALITY IMPACT ASSESSMENT

The Equality Act 2010 requires all public bodies, including local authorities, to show “due regard” to the impact their policies and procedures have on people from different groups. This includes gender, race, religion, age, disability, sexual orientation, and gender identity. We also have a responsibility to foster good community relations. Although they are not a legal requirement, conducting a basic assessment will allow you to look at the possible implications of a policy or procedure, and take any mitigating action if appropriate.

Remember:

- Equality Impact Assessments (EIAs) should be carried out on **relevant** policies and procedures. Not all policies or procedures will require them. If you are unsure if one is required, please contact the Equality and Diversity Manager on 01753 875069 for advice.
- Assess any potential impacts, positive and negative, in a proportionate way and with relevance
- Make decisions that are justified, evidenced, relevant and identify any mitigating proposals
- Prioritise expenditure in an efficient and fair way
- Have a record showing that the potential impacts have been considered and that decisions are based on evidence

Equality Impact Assessment

Directorate: Customer and Community	
Service: Library Service	
Name of Officer/s completing assessment: Liz McMillan /Liz Jones	
Date of Assessment: September 2021 and revised February 2022	
Name of service/function or policy being assessed: Slough Library Service - review of services in light of proposals to change service delivery (which included a public consultation).	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The library service will be undertaking a review of the way SBC delivers library services to a) ensure they are fit for purpose and continue to be compliant with statutory obligations, b) review the advantages and disadvantages seen through the change in delivery during COVID-19 lockdown and c) achieve value for money by driving out savings to support action associated with issuing of Section 114 Notice.</p> <p>The library service in Slough has four (statutory) libraries: The Curve cultural hub in the heart of Slough town centre; and three community libraries in Britwell, Cippenham and Langley. In addition, there are three satellite non-staffed (non-statutory) libraries in Chalvey Grove, Vicarage Way and Wexham children’s centres. All of our libraries are free at the point of use for all users. We also offer a small Home Library Service supported by volunteers who take library books to the homes of people who are unable to come to a library. During 2020 and 2021 the service was forced (due to COVID-19 restrictions) to close all physical library buildings. The service moved on-line and directed customers to eBooks/eAudio books, on-line “click and collect” and on-line activities and events.</p> <p>Library services provide access to books, online resources, computers with Wi-Fi and Internet as well as a programme of events and activities for adults and children. Britwell and The Curve are also locality hubs which accommodate other services including Registrar Service, Learning & Skills services, Housing Demand and council customer services. The library service also provides outreach events including visits to schools.</p> <p>Under the Public Libraries and Museums Act 1964, local councils in England have a statutory duty to provide a ‘comprehensive and</p>

	<p>efficient' library service for all people working, living, or studying full-time in the area who want to make use of it.</p> <p><u>Review of EIA after consultation February 2022</u></p> <p>Consultation and engagement activities were carried out over a 12-week period from 28th October to 20th January 2022. Engagement was through an online survey, a Have Your Say newsletter sent to every household, emails sent to all library users, partners, and networks to encourage participation. In addition, there were both face-to-face and online engagement with users and stakeholders. Face-to-face engagement, reminders via SBC social media and contacts with stakeholders encouraged the participation by people who don't currently use libraries but may do in the future.</p> <p>2522 people responded to the online survey, 595 to the Have your Say paper copy sent to every household and approximately 2,600 people attended engagement events.</p> <p>Accessibility of the consultation:</p> <ul style="list-style-type: none"> • All documents were made accessible including pdfs and were available on the council website • A hard copy pack of all documents was available at each library as well as on the council website • An easy read document was created and approved by Disabilities Forum and Equalities Monitoring Officer • A consultation video was also created and added to the website and on you tube. This video was captioned/sub-titled https://www.youtube.com/watch?v=pT592bFZfjQ • Paper copies of the survey were available at each library or on request <ul style="list-style-type: none"> ▪ 250 paper copies were printed ▪ 199 copies were given out at group meetings or in libraries ▪ 36 paper copies were returned
<p>2.</p>	<p>Who implements or delivers the policy, service, or function?</p> <p>Library services are funded, delivered and managed by a dedicated team within Slough Borough Council.</p> <p>The service is part of the Locality and Neighbourhoods Group under the Customer and Community Directorate.</p>

	<p>The Service Manager is the Locality Hubs and Library Services Manager who is supported by an Operational Lead and a Children’s and Young People’s Officer. This is the library services management team.</p> <p>The operational delivery is made through a number of Supervisors, Assistant Supervisors, library customer service assistants and volunteers.</p> <p>Early Years Teams based at the Children’s Centres support the delivery of the three satellite (non-statutory) libraries in Chalvey Grove, Vicarage Way and Wexham.</p> <p><u>Review of EIA after consultation February 2022</u></p> <p>A strategic service plan (incorporating the responses to the consultation, and the implementation of the agreed recommendations) has been created and will be presented to Cabinet with a recommendation to approve it. The delivery of the new strategic service plan will be led by the Libraries management team. Any changes to the staff teams will be consulted on separately and will include a separate EIA. Any staff consultation on proposed changes will involve library staff, HR and Unions and following organisational consultation policy guidelines.</p>
<p>3.</p>	<p>Who will be affected by this proposal?</p> <p>The proposal to review and reconfigure how we deliver the library service in Slough will have the potential to affect all residents of the borough as the service is universal and free at the point of use.</p> <p>Sloughs total resident population is 149,539.</p> <p>Total library membership in the borough is 40,000 people and of this, 21,000 are active borrowers (borrowing at least once a year and including on-line borrowing). The total membership accounts for 27% of the resident population and active borrowers account for 14% of the total resident population.</p> <p>Slough currently has 4 libraries the lowest number per population of our CIPFA “Most Similar Group” of 12 other local authorities with the</p>

most similar demographics to us. Reducing that number could have a negative impact on residents' ability to access library services.

These proposals could impact on residents, current library users and potential users of the service who will all fall into one or more of the protected characteristics groups.

Affected groups could include

- all residents of Slough,
- library staff,
- other council and hub staff,
- current library users,
- partner organisations and stakeholders including schools, Early Years provision, and post-16 education, learning and skills services.

Library Users data

Age

A high percentage of library users are children and young people. 70% of all resources borrowed across all sites are from the Children's library. All of the attendees of activities such as story reading and, Baby and Rhyme sessions are carers with babies and pre-school children.

Older residents attend libraries to reduce social isolation, borrow books and attend events such as seated exercise sessions and reading groups.

The breakdown of active library users by age:

	% of active library users	Number of active library users
Child (0 – 10 y/o)	20.6%	4,394
Child (11 – 13 y/o)	9.2%	1,970
Young person (14 – 17 y/o)	7.6%	1,630

Adult (18 – 59 y/o)	58.7%	12,480
Senior citizen (60+)	3.6%	777

Sex

A slightly higher percentage of library members are female rather than male.

	Numbers of members	% of members
Female	10,945	55%
Male	8,868	45%

Gender reassignment and gender self-identification

The Library Service does not hold comprehensive data on gender reassignment or gender self-identification from membership records as this is not a legal requirement to hold this information. However, this is a universal offer supporting the needs of the total population by offering a range of free services.

There is no accurate information on the number of lesbian, gay, bisexual, or transgender (LGBT) people in Slough. Several estimates for the nationwide percentage of lesbian, gay and bisexual individuals exist, with the Office for National Statistics estimating approximately 2% of the total UK population (2016). The LGBT Foundation places it higher at between 5% and 7%. The Office for National Statistics has concluded that there is a need for greater information about LGBT individuals and is currently consulting about how best to generate this information.

Sexual orientation

The Library Service does not hold comprehensive data on sexual orientation from membership records as this is not a legal requirement to hold this information. However, this is a universal offer supporting the needs of the total population by offering a range of free services.

There is no accurate information on the number of lesbian, gay, bisexual, or transgender (LGBT) people in Slough. Several estimates for the nationwide percentage of lesbian, gay and bisexual individuals exist, with the Office for National Statistics estimating approximately 2% of the total UK population (2016). The LGBT Foundation places it higher at between 5% and 7%. The Office for National Statistics has concluded that there is a need for greater information about LGBT individuals and is currently consulting about how best to generate

this information.

Disability

The Library Service does not hold full and comprehensive data on the disability needs of its customers. However, this is a universal offer supporting the needs of the total population by offering a range of free services.

In the 2011 Census, 9,322 Slough residents between the ages of 16-64 reported living with a physical disability. Over 1,350 people were also reported to be living with a severe mental health problem. There are an estimated 2,590 people living with sight loss in Slough and 2,696 adults under the age of 65 live with a moderate to severe hearing impairments (more have a profound impairment). Hearing impairments in younger adults in Slough is expected to increase by 20% over the next ten years. Just over 4% of over 65s in Slough have been recorded by their GPs as living with dementia.

In April 2021 it was estimated ([here](#)) that the un-employment rate for disabled people across the UK was 8.4% (compared to 4.6% for non-disabled) whilst for economic inactivity the rate for disabled people was 42.9% compared to only 14.9% for non-disabled people. This indicates that unemployment, economic inactivity and associated lack of disposable income for items like books, magazines, newspapers and Internet access (all services provided free by libraries) will disproportionately affect people with disabilities. It is fair to assume that reducing or removing access to these services in our libraries will negatively impact residents with disabilities.

In recognition of this the library service provides a range of resources to support residents with disability needs. This includes large print books, Talking Books and on-line resources with the ability to zoom into enlarge print size. We also offer targeted resources including Books on Prescription and “Reading Well” collections that support general health and wellbeing (self-help).

Marriage and Civil Partnership

The Library Service does not hold comprehensive data on the status of its users from membership records as this is not a legal requirement. However, this is a universal offer supporting the needs of the total population by offering a range of free services.

Pregnancy and maternity

The Library Service does not hold comprehensive data on the pregnancy/maternity status of its users from membership records as this is not a legal requirement. However, this is a universal offer supporting the needs of the total population by offering a range of free services.

Anecdotal observations suggest that parents-to-be and new parents are a high proportion of those who use the service in particular Baby Rhyme Time sessions.

Race

The Library Service does not hold comprehensive data on the ethnic status of its users from membership records as this is not a legal requirement. However, from observations of attendance at activities, feedback from library staff and anecdotal observations the majority of those using the service are Asian British, followed by White British and White other. This mirrors the general ethnic breakdown of Slough’s resident population.

Ethnic breakdown of Slough resident population		
Asian/Asian British: Bangladeshi	549	0.6% of population
Asian/Asian British: Chinese	797	0.6% of population
Asian/Asian British: Indian	21,922	15.6% of population
Asian/Asian British: Other Asian	7,560	5.4% of population
Asian/Asian British: Pakistani	24,869	17.7% of population
Black/African/Caribbean/Black British: African	7,548	5.4% of population
Black/African/Caribbean/Black British: Caribbean	3,096	2.2% of population
Black/African/Caribbean/Black British: Other	1,471	1.0% of population
Mixed/multiple ethnic groups: White and Asian	4,429	1.0% of population
Mixed/multiple ethnic groups: White and Black African	607	0.4% of population
Mixed/multiple ethnic groups: White and Black Caribbean	1,667	1.2% of population
Mixed/multiple ethnic groups: Other Mixed	1,055	0.8% of population
Other ethnic group: Arab	928	0.7% of population
Other ethnic group: Any other ethnic group	2,654	1.9% of population
White: English/Welsh/Scottish/Northern	48,401	34.5% of population

Irish/British		
White: Gypsy or Irish Traveller		220 0.2% of population
White: Irish 1,607 1.1%		1,607 1.1% of population
White: Other White 13,825 9.9%		13,825 9.9% of population

Religion and Belief

The Library Service does not hold comprehensive data on the pregnancy/maternity status of its users from membership records as this is not a legal requirement. However, this is a universal offer supporting the needs of the total population by offering a range of free services.

Religious belief breakdown of Slough resident population		
Buddhist		743 0.6% of population
Christian		57,726 43.6% of population
Hindu		8,643 6.5% of population
Jewish		87 0.1% of population
Muslim		32,655 24.7% of population
Sikh		14,889 11.3% of population
Other religion		482 0.4% of population
No religion		17,024 12.9% of population

Library Users data

A separate Equality Impact Assessment will be carried out with staff if the outcome of the review and consultation results in changes for staff numbers, hours of work, type of role etc.

Review of EIA after consultation February 2022

All of the identified groups have been engaged with throughout the public consultation period to ensure their views on the proposed library changes are considered. No group or individual made an alternative proposal for how services could be delivered in the future.

Keeping all 4 libraries open will mean that there will be a library within walking distance for all identified groups. The top choice for 34% of respondents was to have a library within walking distance. This would have the least impact on any particular group and reduced hours when staff were available would mean moderate impact to the user experience. However, this will be mitigated by maintaining staffed

	<p>hours for 12-month periods and communicating these clearly and consistently to help all groups understand when staff will be available to support them if needed.</p> <p>Additional equalities data was collected as part of the equalities monitoring section in the online survey:</p> <p>Of the 2522 who completed the online survey 93.02% live in Slough and 86.05% are already library members.</p> <p>59.08% of those responding to the online survey walk to the library with 32.81% travelling by car. One of the top requests for the library service to provide was a library in a location within walking distance.</p> <p><u>Gender</u> 62.58% respondents were female and 31.38% male</p> <p><u>Age</u> 15.32% are over aged 60 with 64.42% aged between 25 and 59. 15.44% of respondents were under 24. Parents and carers of children under 13 completed the survey on their behalf. Other forms of engagement were carried out to seek the views of children and young people.</p> <p><u>Disabilities</u> 8.76% of respondents declared a disability and 6% preferred not to say. 85.24% responded to say they did not have a disability.</p> <p><u>Ethnicity</u> Of those who responded to this question the top 3 were Indian 19.65% White British 16.85% Asian British 15.68%</p> <p><u>Religion</u> The top 3 responses were Christian 28%</p>
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	<p>Muslim 18.77% Hindu 15.19% 12.72% had no religion and 13.89% preferred not to say</p> <p><u>Language</u> 92% said English was the language they are most comfortable using Other languages mentioned in the comments were Punjabi, Urdu, Polish, French, Portuguese, and Arabic</p>
<p>4.</p>	<p>What are any likely positive impacts for the group/s identified in (3) above?</p> <p><u>Publication’s budget</u> If the Publication budget is reduced there will still be a mix of hard copy and on-line resources available for all users. During Covid-19 restrictions the numbers of items borrowed on-line increased by 300% showing that there is a demand for this type of borrowing.</p> <p><u>Changes to hours the libraries are open/hours that libraries are staffed by library customer service assistants</u> If the hours when library staff are available at libraries do change/reduce we will still have a 24/7 on-line offer which proved popular with users over Covid-19 lockdown. Anecdotal feedback has been that some users (unidentified protected characteristics) prefer the anonymity of using on-line resources and reduced interaction with staff rather than coming into a building and interacting with staff. This change may also present further volunteering opportunities for residents to take advantage of which could improve confidence, skills and wellbeing.</p> <p><u>Review of EIA after consultation February 2022</u> Moderate Impacts</p> <ul style="list-style-type: none"> ✓ Positive impact would be still having a local library in each location within walking distance with times throughout the week at every location where staff are available to offer support. ✓ Publication’s budget will be in line with other nearest neighbours and will be able to provide a mix of resources physical and online ✓ The consultation has provided more detailed information on what people use libraries for, and what services they want to use, and why people do not use the service. ✓ This information will help to tailor services in the right way in future.

	<p>✓ It has provided equalities information in response to specific questions which gives us greater understanding on those with specific characteristics who use library services (see section 3)</p>
<p>5.</p>	<p>What are the likely negative impacts for the group/s identified in (3) above?</p> <p><u>Age</u> Children and young people make up the highest percentage of our library users both for book borrowing and attending events/activities. Reducing the publications budget could limit the number and range of books/eResources for children and young people. Reducing opening hours could limit the times young people are able to access physical library buildings, especially if self-service alternatives are used that may not be available for children/young people to access. Many of our activities and events are aimed at children and young people and there may be a reduction in the number of events available and/or they may be restricted to one or two libraries rather than being offered from all libraries across the borough.</p> <p>Anecdotal feedback from library staff suggest that older residents often go to a local library as a way of informally socialising with others, reducing their social isolation, and improving their social networks, health, and wellbeing. Feedback from adults using library-based activities (e.g., reading groups, seated exercises) support this staff feedback. Reducing the hours when library staff are available for people to talk to and get advice from could increase feelings of loneliness and social isolation. This would also reduce the availability of staff to work with older users to help reduce digital isolation – currently staff offer hands-on support and guidance to residents who are not confident using or accessing Internet in general and a range of council self-serve service as part of the “digital by default” transformation.</p> <p><u>Sex</u> A higher percentage of females than males are library users so any reductions in service may have a disproportionate impact on female users.</p> <p><u>Gender reassignment and gender self-identification</u> Although we have no data specifically on library usage by residents who have had/are having gender reassignment, the reduction in publications budget could have a disproportionate impact on these users and those who don’t identify as gender-binary. A reduced publication budget would limit the range of publications available and would focus on mainstream items. This would reduce the opportunity of stocking resources by, or for people in this group.</p>

	<p><u>Sexual orientation</u> Although we have no data specifically about sexual orientation of library users or the general resident population, the reduction in publications budget could have a disproportionate impact on LGBT+ users and potential users. A reduced publication budget would limit the range of publications available and would focus on mainstream items. This would reduce the opportunity of stocking resources by, or for people in this group.</p> <p><u>Disability</u> A reduction in the publications budget could affect users and potential users with disabilities as this would limit the number and range of large print, Talking Books and eResources (books where print size can be increased and audio books) available. It may also reduce the number and range of health and wellbeing resources being stocked to allow users to follow a “self-help” route to improve/maintain their own health.</p> <p>Whilst some users/residents with disability may use on-line libraries/Home Library Service rather than physical buildings (e.g., those with limited mobility), others may find the loss of or reduced opening hours of library buildings more difficult. Residents with early stages of dementia, are neuro-atypical, have some mental health conditions etc. may be able to (and get benefits from) use a familiar library at times when they are less busy. If libraries are closed at quiet times this may disadvantage this group although we have no current library usage data on this issue.</p> <p><u>Pregnancy and maternity</u> Several activities at libraries are specifically aimed at parents/carers of babies (e.g., Baby Rhyme Time, story times etc) to help babies get a first introduction to books and allow socialisation for both them and their parents. Spend on books/publications for babies is relatively high because the items are used often and suffer more wear and tear than books for older users. Free access to a range of books supports early years development. This means that reductions to the publication fund, reduced opening hours for libraries and reduced staff resource to deliver activities would have a specific impact on this group.</p> <p>New parents also use libraries to collect Bookstart packs for babies. Reduction in opening hours and hours when staff are available could limit the opportunities for parents to collect this resource.</p> <p><u>Race</u></p>
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	<p>Almost 1/3rd (27%) of our total resident population do not have English as their main language (2011 Census). Reducing the publications budget would limit the range of publications available to allow focus on mainstream items meaning there may be a reduction in publications in languages other than English. Reducing the hours when staff are available to help and guide those who are not confident in reading English may also negatively impact this group.</p> <p><u>Review of EIA after consultation February 2022</u></p> <ul style="list-style-type: none"> ✓ For most of the groups there will be no further impacts other than those already identified for each of the groups. ✓ Reductions in Publications budget will still mean there may be reduced access to some areas of publications for some groups. This will be monitored to ensure no group is severely disadvantaged. ✓ Reduction in opening and staffed hours will mean that some groups may have difficulty accessing at times that suit them. This will be minimised by clearly communicating when staff will be available and to maintain these times for a minimum of 12-months at a time to reduce confusion by having frequent changes. ✓ Staff will be impacted by the staff reductions and a separate staff consultation will be carried out. ✓ New opening hours will be based on the consultation responses with Saturdays, evenings and afternoons most popular.
<p>6.</p>	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data?</p> <p>Data used is from Office for National Statistics (ONS) and Chartered Institute of Public Finance and Accountancy (CIPFA). ONS data is from 2011 Census. CIPFA data (most similar groups) is from 2019 report using 2018 data.</p> <p>Where Slough library usage data has been used this has been taken from the library management system.</p> <p>Further, more detailed analysis about impacts of service changes will be carried out after the 12-week public consultation which will include collection of equalities data and asking residents for their assessment of the proposals.</p> <p><u>Review of EIA after consultation February 2022</u></p> <p>The consultation was extensive and included an online and paper survey, face-to-face and online engagement with a individuals, groups and stakeholders (including children and young people, disability forum, carers support groups and groups specifically for older residents) to gather their views and feedback.</p>

	<p>Question 16 in the online survey was a free text box asking for respondents to add any comments they felt the council needed to take into consideration. 712 comments were received.</p> <p>The general themes of the comments were that users preferred the library to be local, problems anticipated if users had to travel by other means, the value of libraries post lockdown as a way of reducing loneliness and improving wellbeing and valuing libraries as a safe community space.</p> <p>The general theme of comments received from children and young people highlighted that they want libraries to be calm, quiet and peaceful, and that Covid has restricted their ability to go to the library.</p> <p>15 drop-ins and online events were held and over 30 groups were engaged with via face-to-face workshops and online meetings with over 300 adults and 1995 children and young people. 374 handwritten comments from children and young people were received, and 14 emails to the dedicated library consultation email account were received.</p>
<p>7.</p>	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results?</p> <p>These service changes will be consulted on during a 12-week public engagement exercise. This public consultation will seek current library user's views and the views of people who do not currently use libraries but may do in the future. The consultation will include an on-line and hard copy survey, several face-to-face focus groups at each library (carried out at different times of day) and on-line sessions for residents and stakeholder groups.</p> <p>Information collected from this consultation will be analysed and included in the final recommendations so decision makers can fully understand the impact on different parts of our community.</p> <p>If changes have an impact on staff there will then be a separate consultation exercise with staff affected, other council services and unions. The results of this consultation exercise will be analysed and included in the final implementation plan.</p> <p><u>Review of EIA after consultation February 2022</u></p> <p>The Service consulted with all identified groups through a targeted programme of drop-ins sessions, online events and workshops with groups including primary and secondary schools, older people's groups, faith groups, disability forum, carers groups, men's health groups,</p>

	<p>women only groups, library users and non-users and staff. There will be a separate consultation with staff on any changes.</p>
<p>8.</p>	<p>Have you considered the impact the policy might have on local community relations? As part of the public consultation, we are ensuring that we actively seek the views of community, voluntary and third sector organisations that represent different community groups. We will be encouraging members of these groups to take part in the consultation. In addition, there will be face-to-face and on-line stakeholder engagement sessions to understand the impact of the proposals on community relations.</p> <p><u>Review of EIA after consultation February 2022</u> Consultation carried out with an engagement plan that considered views of all community groups, in addition to sharing the survey and consultation documents by email with a wide network of both internal and external groups and individuals</p>
<p>9.</p>	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? Each option being considered has a detailed mitigations plan associated with it. The mitigations include:</p> <ul style="list-style-type: none"> • Seeking the views of residents and stakeholders about alternative proposals to ensure the service is fit for the future and delivers excellent value for money. • Ensuring that there is a robust and transparent process for deciding on the ratio of physical vs on-line resources purchased through the publications fund. • Ensuring there is a robust and transparent process for purchasing hard copy and eResources to mitigate the impact of publications available to users in a protected group (e.g., English language vs non-English language, children/young people vs adults etc.) • Ensuring there is a robust and transparent process for deciding what activities and events will be hosted by libraries and library staff. • Explore alternative venues for hosting library events and services (e.g., Children’s Centres, schools, pop-up community locations etc) and also opportunities for libraries to co-locate in alternative venues and other services to co-locate in library buildings. • Develop a strong volunteer recruitment and retention scheme to support the delivery of events and services including Home Library Service. • Explore the further use of technology to allow library buildings to be accessible without staff needing to be on-site (e.g., Open+) • Develop a multi-media communications strategy to advertise opening hours, staffing hours and where and when activities will be happening. • Ensure that on-line resources remain available 24/7. • Actively seek out and make bids for external funding streams that will allow libraries to deliver specific projects. • Explore opportunities for sharing skills and knowledge with staff from other services/organisations to allow residents to still receive support even if not from specialist library staff. Also, explore opportunities for library staff to adopt new skills and knowledge to allow them to work efficiently with possible co-located services.

	<p><u>Review of EIA after consultation February 2022</u></p> <p>The 12-week consultation has been completed with a robust engagement plan. All the responses and feedback gathered from the online survey, drop-ins, face to face and online meetings have been considered and have informed the recommendations. A strategic service plan will use the consultation data to ensure the service priorities will focus on identified need. These plans include a commitment to co-design services with users and steps will be taken to reduce negative impacts as much as is possible.</p>
<p>10.</p>	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented).</p> <p>Continue to collect user data via library management system and feed this to CIPFA as requested to allow us to review our services and their impact in comparison to our most similar local authority library services.</p> <p>We will develop a process (on-line surveys, staff feedback and consultation events) to regularly collect feedback from users, residents, staff and stakeholders. This “light touch” EIA process will take place annually.</p> <p><u>Review of EIA after consultation February 2022</u></p> <p>In addition to comments in previous sections, the Service will</p> <ul style="list-style-type: none"> ✓ Use of the consultation responses to shape the service delivery plan ✓ Any changes to opening hours will be monitored and will be reviewed 12 months after implementation ✓ An annual light touch review of the EIA will be carried out following any implementation of changes ✓ An EIA will be completed for any staff consultation

What course of action does this EIA suggest you take? More than one of the following may apply	
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

Action Plan and Timetable for Implementation


At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date
Complete needs assessment using library data and demographics	All residents including library users and non-users	Liz Jones/Liz McMillan	Completed and used to shape consultation and options paper		Sept 2021	Completed
Carry out public consultation to help shape outcomes and	All residents including library users	Liz Jones/Liz McMillan	Completed and clear picture of needs of library users and non-users		December 2021	Completed Consultation

Appendix D

library review and enable full assessment of impact on Slough Community	and non-users and targeted groups with protected characteristics					complete 20 th January 2022. Comprehensive engagement plan for all residents and targeted groups
Hold series of face-to-face consultation drop ins at each library and online events and with stakeholder groups and staff to provide feedback – communications plan	All residents including library users and non-users and targeted groups with protected characteristics	Liz McMillan	Completed with good numbers attending and actively engaging. Feedback analysed and included in final needs assessment and recommendations for SBC decision makers.		February 2022	Completed Comprehensive engagement plan with users, non-users and targeted groups.
Update EIA following consultation	As above	Liz McMillan/ Liz Jones	EIA reflects the findings from the consultation and mitigates negative impacts on protected groups.		January 2022	Completed
Carry out annual “light touch” EIA with service users to monitor the impact of changes	Library users including targets groups with protected characteristics	Liz McMillan/Patsy To/Alison Beer	Ongoing impacts of changes are understood and used to fine tune and/or further review service delivery.		From Sept 2022	Open

Appendix D

Develop a library outcomes and strategic plan	Internal staff, Directors, Cllrs, all residents	Liz McMillan/Liz Jones	New strategic plan linking clearly to Slough future priorities for library service.		Strategic plan to Cabinet approval March 2022 Implementation Plan for next 5 years	In progress
<p>Name: Liz McMillan/ Liz Jones</p> <p>Signed: </p> <p>Date: 20th September 2021 Date: review February 2022</p>						

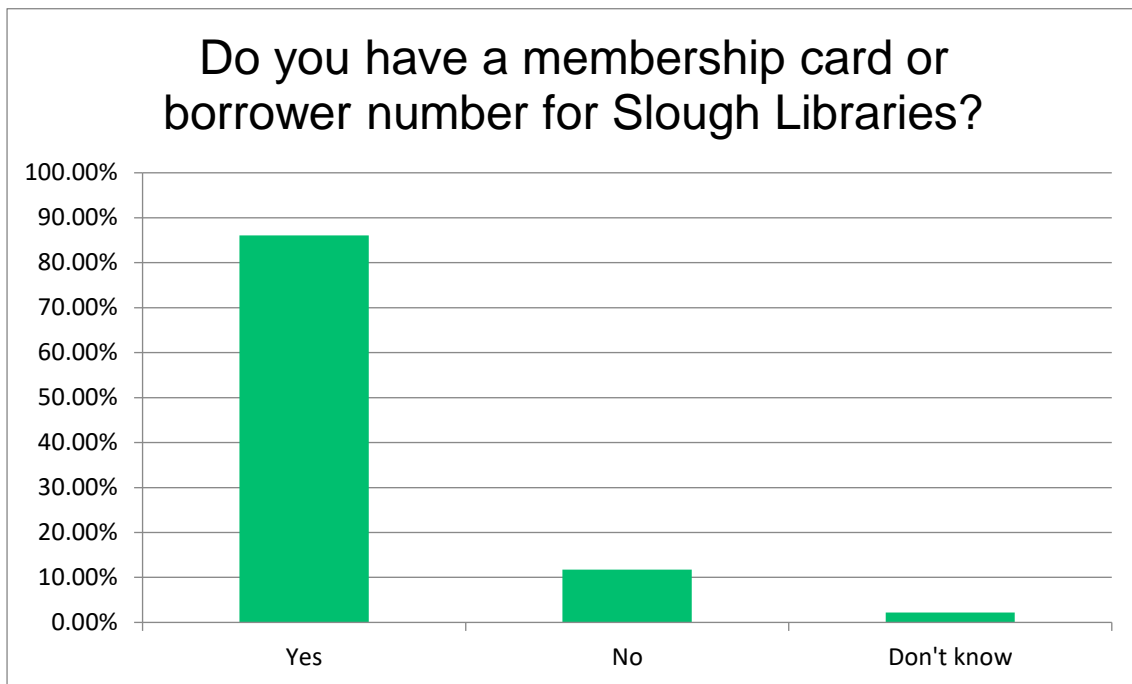
Library consultation survey results

2499 on-line surveys plus 36 paper copies (results included in this analysis)

Q1. Library membership

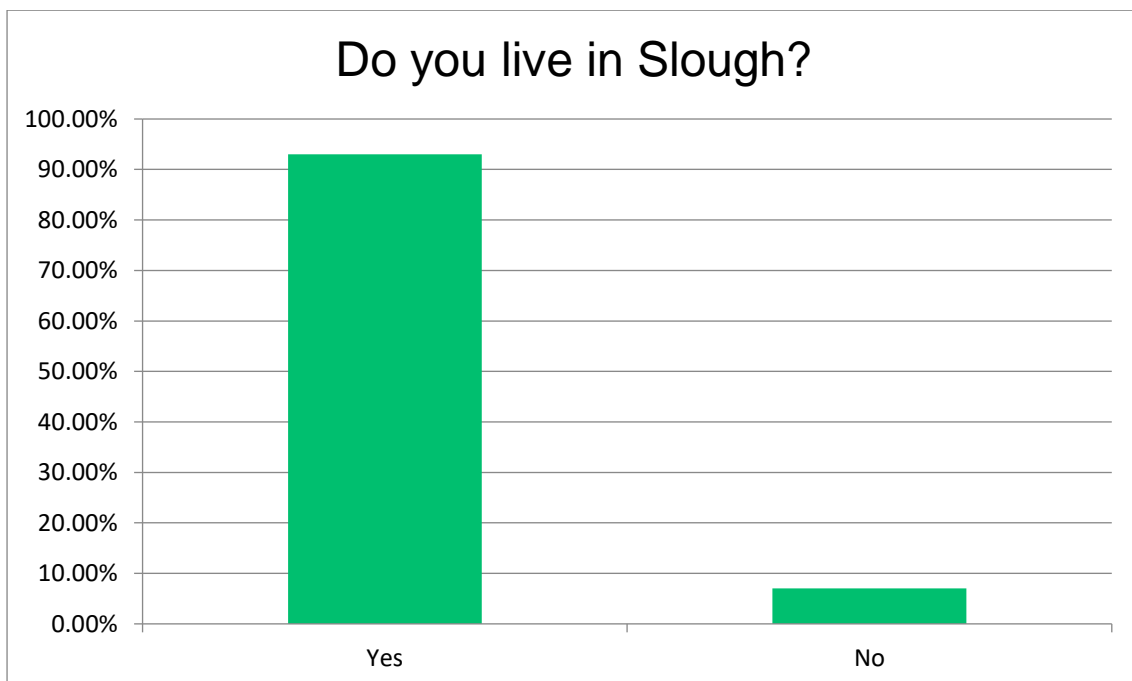
Over 86% (2,175) of respondents were currently members of the library. However, the drop-in sessions and workshops did not specifically capture data about membership from participants.

Just over 11% of respondents were not current library members.



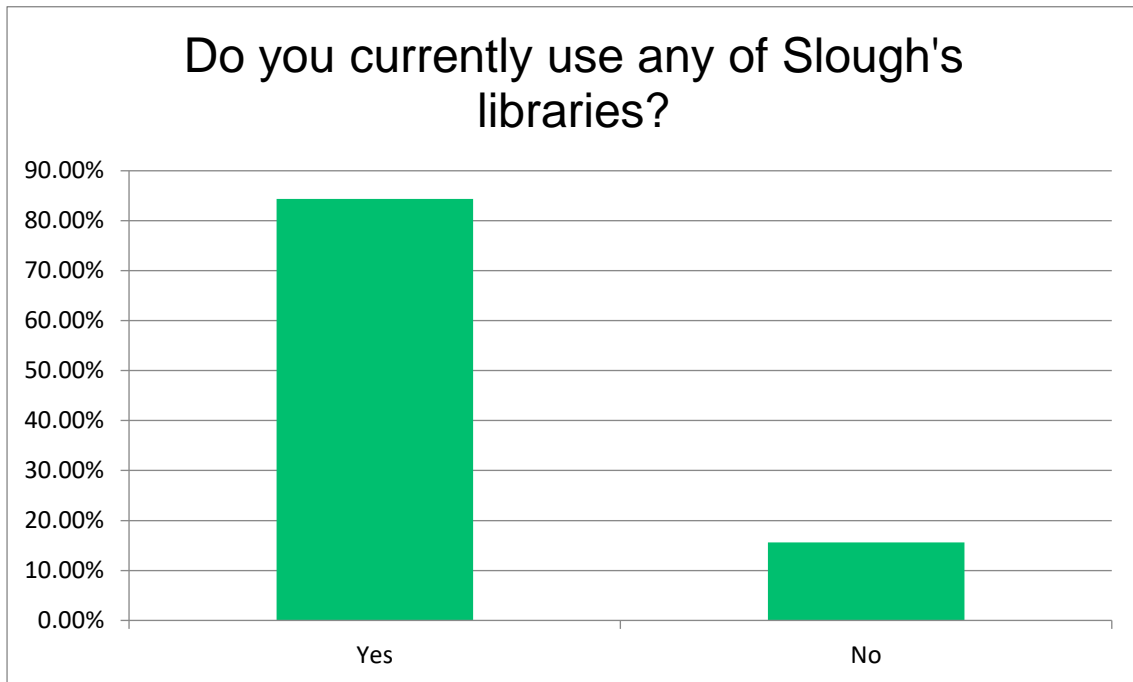
Q2. Slough resident

Almost 93% (2,347) of respondents live in Slough.



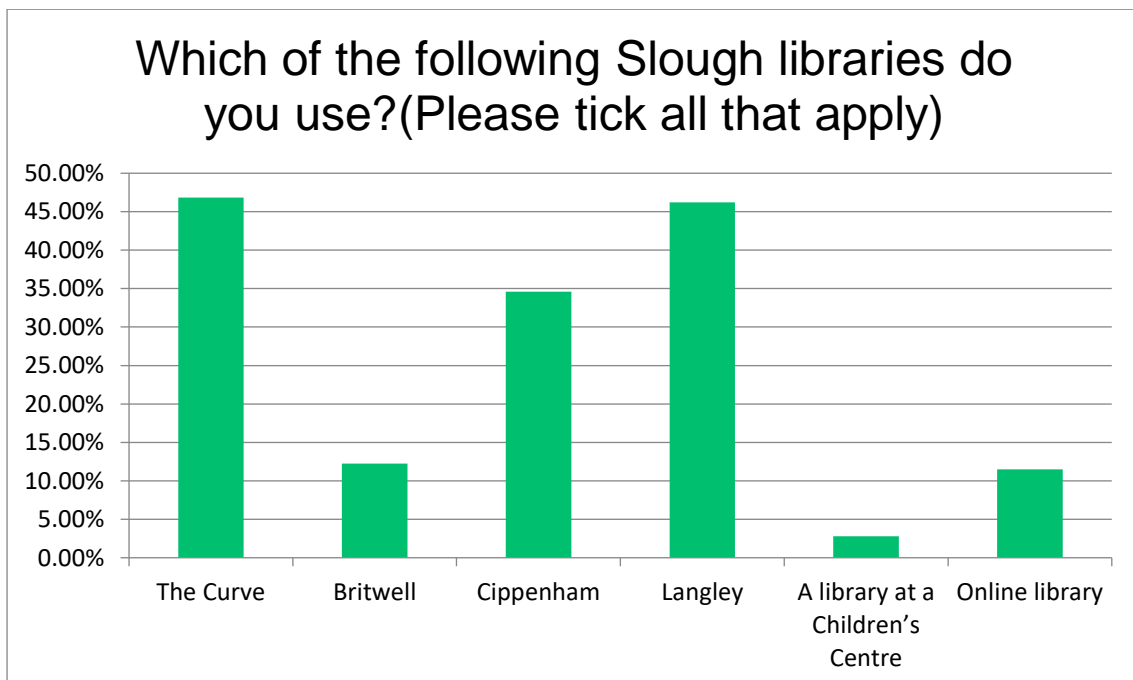
Do you use Slough library service?

Approximately 84% of survey respondents do currently use the library service, but just over 15% of respondents are not current users.

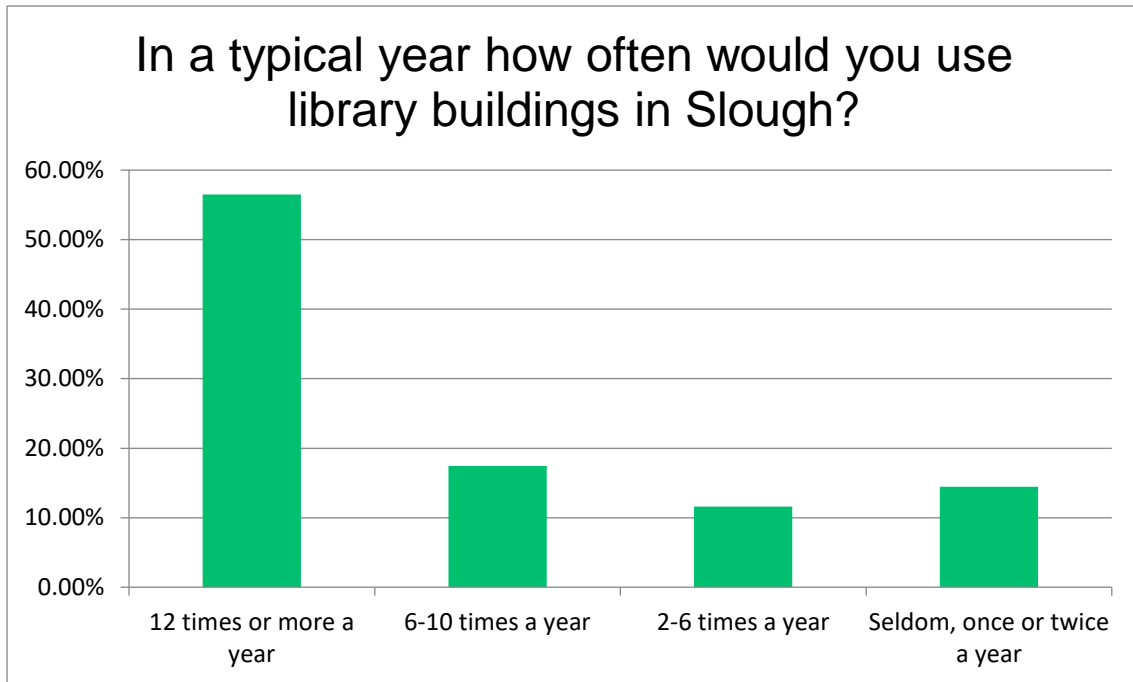


Q4. Which libraries do you currently use?

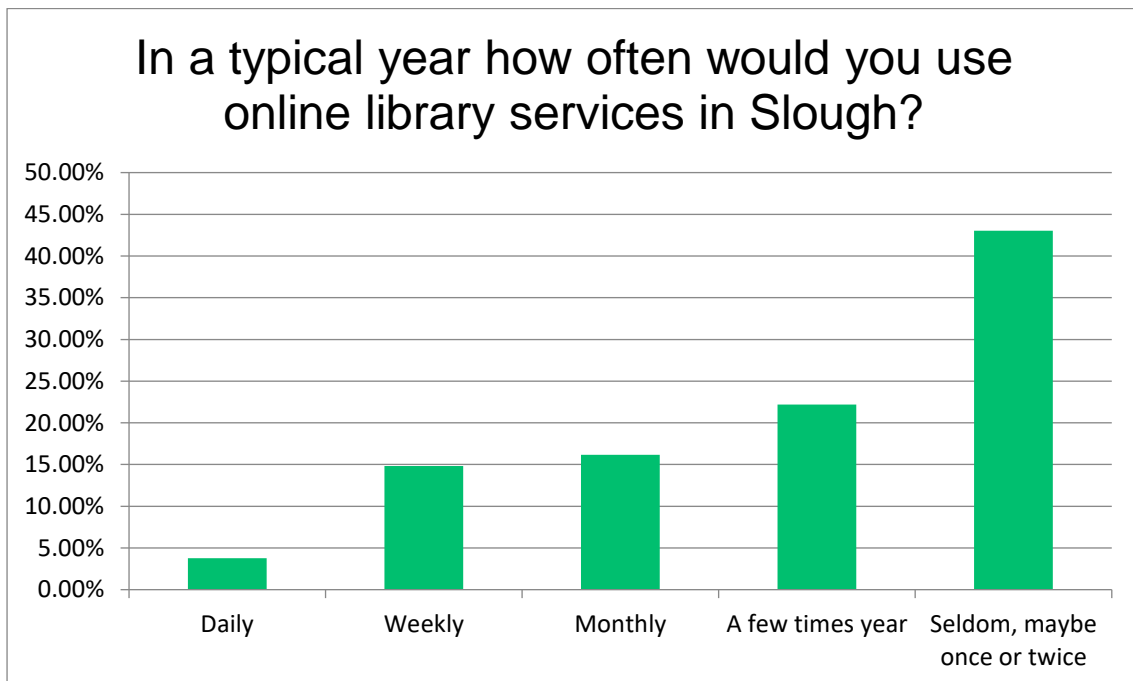
Respondents could tick more than one option.



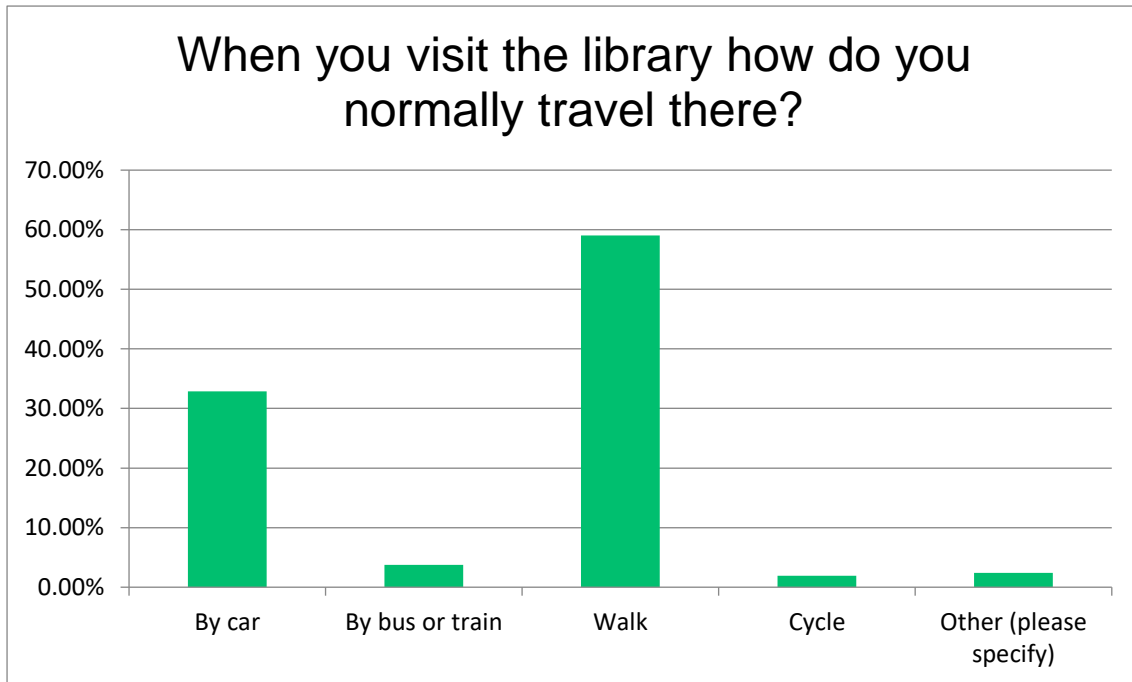
Q5. How often do you use library services?



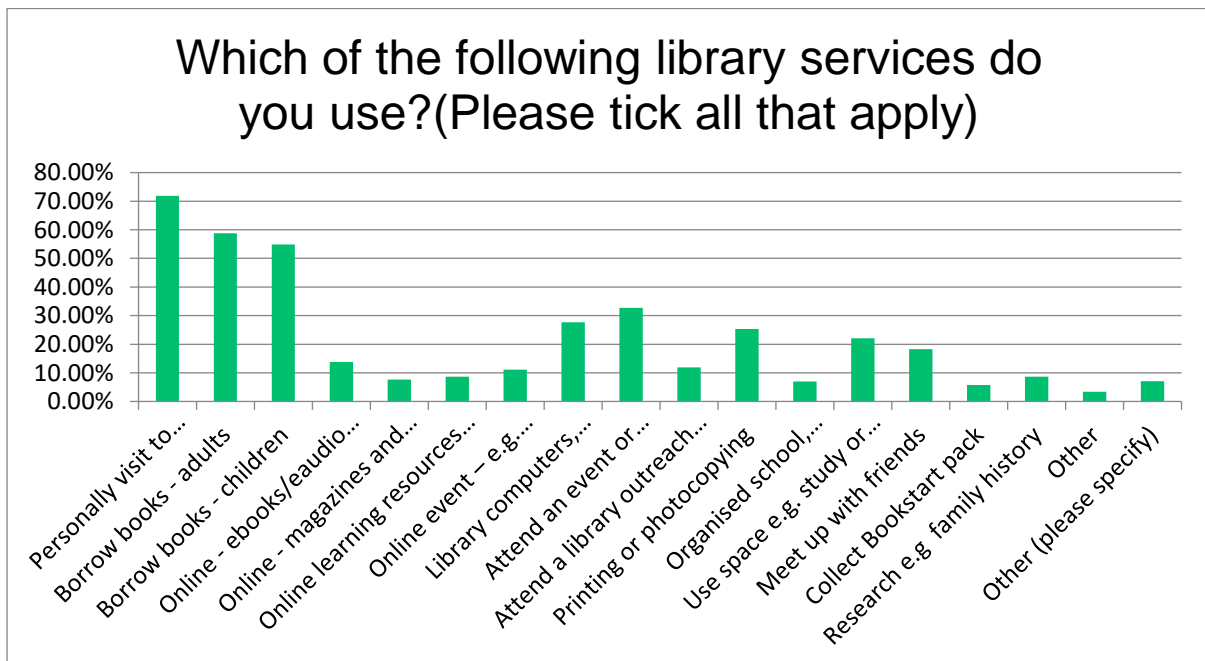
Q6. How often do you use online library services?



Q7. How do you travel to library buildings?



Q8. What library services do you use?



Q9. If you don't currently use library services, why not?

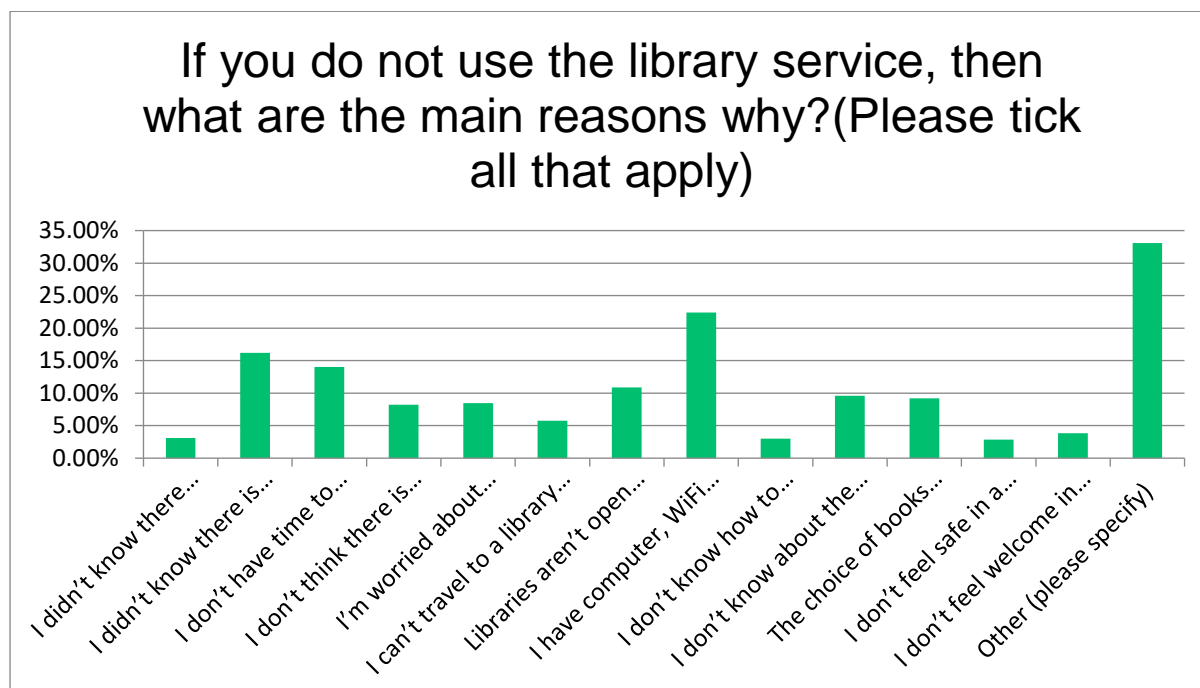
Over 1,200 people responded to this question even though for Q3 only 394 people said they do not use the library service.

Respondents were given 13 options to choose from (they could choose as many options as they liked) plus space to tell us of other reasons. A third of people chose "other" as their response. Of the 13 pre-set options the top 3 reasons for not currently using library services were:

- I have computers/WiFi/Printers at home which I use 22%
- I didn't know there was an online library 16%
- I don't have time to visit a library 14%

From the "other reason" category, the main issues raised were:

- Concerns about using a library (going into buildings, touching books, restrictions about numbers in buildings etc) due to COVID.
- Lack of free and/or dedicated parking (particularly at The Curve).
- Libraries not being open at times that suit busy people (a preference for Sunday opening was mentioned a number of times).
- Inadequate management of "poor" behaviour of people in libraries (ranging from loud talking, general misbehaviour through to anti-social behaviour).
- There are alternative resources available elsewhere – particularly people buying their own books and using on-line resources at home.



Q10. Which library services do you use now, and which would you use in the future?

Respondents were given 25 options to choose from (they could choose as many options as they liked), plus space to tell us of other reasons.

The top 5 most popular services (from the pre-set options) that are used now are:

- Visit a library to browse/borrow/return publications (general) 88%

Appendix E

- Going to a library within walking distance of my home 85%
- Visit library to browse/borrow/return publications (children’s) 84%
- Going to a library within driving distance of my home 78%
- Go to an event held at a library 72%

The top 5 most popular services that would be used in the future are:

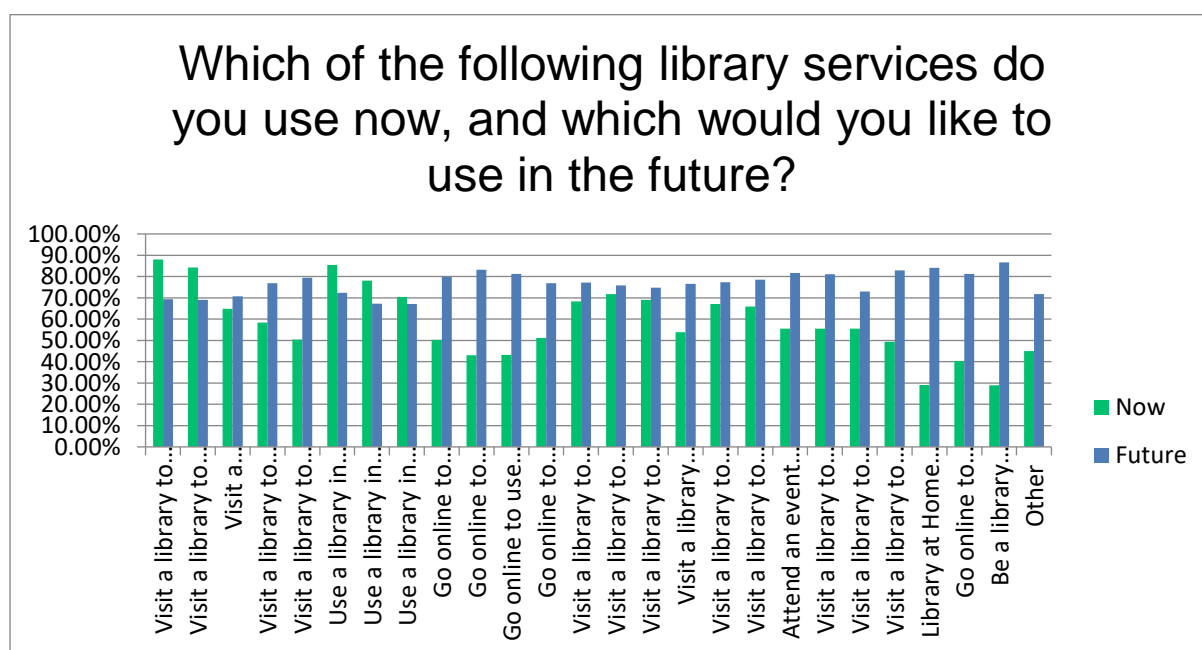
- Be a library volunteer 86%
- Use the “library at home” service 84%
- Borrow e-Magazines/e-newspapers 83%
- Carry out on-line research 83%
- Attend an event at a library 81%

For some options there were significant changes in popularity between current and future usage. The following activities/options recorded decreases in popularity:

- Visit a library to browse, borrow or return books from the general library: decrease of 19%
- Visit a library to browse, borrow or return books from the children’s section of a library: decrease of 15%
- Use a library in a location within walking distance from my home: decrease of 13%
- Use a library in a location that I can get to easily & cheaply on public transport: decrease of 13%

All of the following activities/options recorded the largest increases in popularity between current and future use:

- Be a library volunteer: increase of 58%
- Library at Home service (volunteers bring library books to you): increase of 55%
- Go online to carryout research – e.g., family history: increase of 41%
- Go online to borrow eMagazines/eNewspapers: increase of 40%
- Go online to use learning resources - e.g., Driver Theory Test, Slough History Online, Citizenship learning, learn a new language: increase of 38%



Appendix E

From the “other” category free text no clear themes emerged. However, respondents did identify the following range of issues that would impact their decision to use the library now or in the future:

- Accessibility of the library service including how close facilities were to resident’s homes, publications in non-English languages (Urdu newspapers were mentioned), receiving support from staff if a user had a vision impairment and interest in the Library at Home Service.
- Using non-library services such as paying Council Tax, seeing other council advisors and staff, using MyCouncil facilities.
- Provision services and spaces to encourage education, learning and training. This included use of homework clubs, applying for jobs and attending formal education or training.
- Provision of services and spaces to encourage and allow socialising. Some comments mentioned specific services like the Lego club, Chit and Chat club, yoga and reading groups.
- Space for local people and/or groups to use or rent out for other community activities.

Q11. What do you think are the top 3 priority services/activities we need to provide in or from the library service?

		1	2	3	Total		
Visit a library to browse, borrow or return books from the general library	57.39%	637	26.85%	298	15.77%	175	1110
Visit a library to browse, borrow or return books from the children's library	42.51%	318	42.78%	320	14.71%	110	748
Visit a Children's Centre to browse, borrow or return books	20.86%	34	28.22%	46	50.92%	83	163
Visit a library to browse, borrow or return books that are not in English	22.92%	22	21.88%	21	55.21%	53	96
Visit a library to browse, borrow or return large print/Talking Books	22.45%	11	28.57%	14	48.98%	24	49
Use a library in a location within walking distance from my home	34.75%	254	42.27%	309	22.98%	168	731
Use a library in a location within driving distance (10 to 20-minute drive)	20.24%	34	36.31%	61	43.45%	73	168
Use a library in a location that I can get to easily & cheaply on public transport	12.36%	11	38.20%	34	49.44%	44	89
Go online to borrow eBooks/eAudio books	24.84%	38	30.72%	47	44.44%	68	153
Go online to borrow eMagazines/eNewspapers	15.09%	8	32.08%	17	52.83%	28	53
Go online to use learning resources - e.g. Driver Theory Test, Slough	7.25%	5	34.78%	24	57.97%	40	69
Go online to attend an event – e.g. Storytime, Curve Club, Reading For Pleasure	14.10%	11	23.08%	18	62.82%	49	78
Visit a library to use free computers or to use free Wi-Fi	23.30%	48	31.07%	64	45.63%	94	206
Visit a library to attend an event – e.g. Story and Rhyme, seated exercise	16.13%	30	33.33%	62	50.54%	94	186
Visit a library to do your own printing or photocopying	18.32%	24	21.37%	28	60.31%	79	131
Visit a library with a school or nursery visit	48.15%	13	22.22%	6	29.63%	8	27
Visit a library to use quiet study spaces	31.33%	47	18.00%	27	50.67%	76	150
Visit a library to use the toilets	12.00%	6	30.00%	15	58.00%	29	50
Attend an event taking place in a meeting room at a library	17.86%	10	25.00%	14	57.14%	32	56
Visit a library to have an informal meet up with friends	16.67%	12	23.61%	17	59.72%	43	72
Visit a library to collect a Bookstart pack	18.75%	3	50.00%	8	31.25%	5	16
Visit a library to carryout research – e.g. family history	26.09%	12	23.91%	11	50.00%	23	46
Library at Home service (volunteers bring library books to you)	20.83%	5	29.17%	7	50.00%	12	24
Go online to carryout research – e.g. family history	21.74%	10	34.78%	16	43.48%	20	46
Be a library volunteer	28.30%	15	20.75%	11	50.94%	27	53
Other	43.75%	7	12.50%	2	43.75%	7	16

The top 3 services/activities are:

- Visit a library to browse, borrow or return books from the general library (64% of people put this in their top three)
- Visit a library to browse, borrow or return books from the children’s library (43% of people put this in their top three)
- Use a library in a location within walking distance from my home (42% of people put this in their top three)

The services that featured in the top 3 choices least often (so are the least popular activities/services) are:

- Visit a library with a school or nursery visit (1.5% of people put this in their top three)
- Library at Home service (1.4% of people put this in their top three)
- Visit a library to collect a Bookstart pack (0.9% of people put this in their top three)

Q12. What are your preferred times for visiting a library?

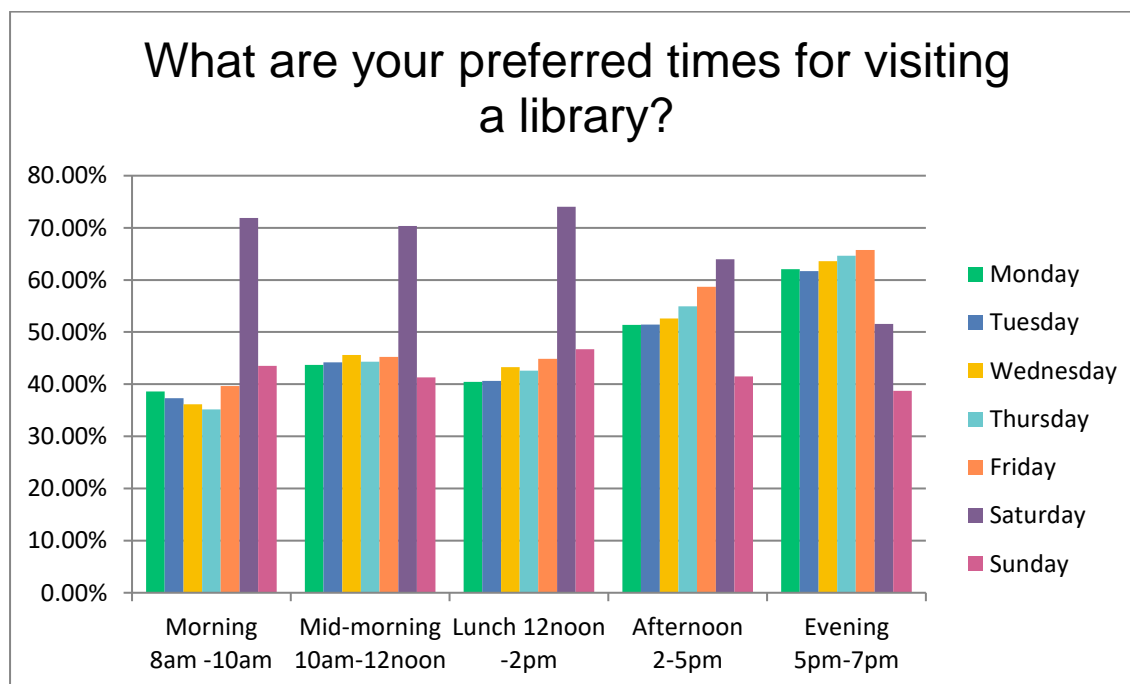
The days of the week which were most popular are ranked below with 1 being the most popular, down to 7 the least popular:

- 1 Saturday
- 2 Friday
- 3 Thursday
- 4 Wednesday
- 5 Monday
- 6 Tuesday
- 7 Sunday

On average across all days of the week, the most popular time to have a library open are ranked below with 1 being the most popular and 4 being the least:

- 1 10am to 12 noon
- 2 2pm to 5pm
- 3 12 noon to 2pm
- 4 5pm to 7pm

Saturday day-time (10am to 5pm) is by far the most popular time to visit a library and Sunday afternoon and evening (2pm to 7pm) is the least popular time. In general afternoon (2pm to 5pm) and evening (5pm to 7pm) are the most popular times Monday to Saturday.



Q13. We may be able to offer self-service times in our libraries. There would be no library staff available at these times. What times you would prefer to have a self-service offer?

The days of the week which were most popular to have self-service on offer are ranked below with 1 being the most popular, down to 7 the least popular:

- 1 Saturday

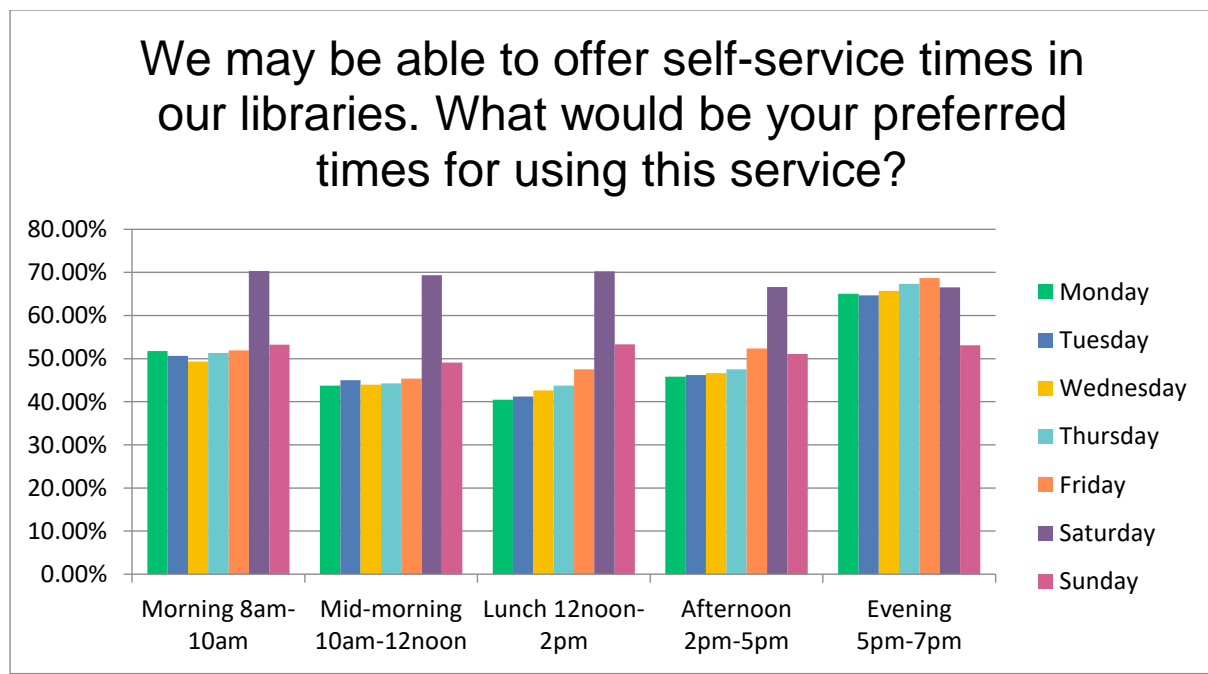
Appendix E

- 2 Friday
- 3 Sunday
- 4 Thursday
- 5 Wednesday
- 6 Tuesday
- 7 Monday

On average across all days of the week, the most popular time to have self-service only are ranked below with 1 being the most popular and 4 being the least:

- 1 2pm to 5pm
- 2 10am to 12 noon
- 3 5pm to 7pm
- 4 8am to 10am

Respondents were given the opportunity to add free text to this answer and 139 people took the time to add a comment. The overwhelming majority of free text comments were clearly stating that they did not want to use a library service with no staff available (approximately 66%). About half of the people that commented that they would be unhappy with self-service mentioned concerns around lack of safety with no staff in a building, and the other half were concerned specifically about not having staff available for specific reasons (to ask advice from, to help with computers, to talk to).



Q14. We think we need to take 7 specific considerations into account when designing our future library service. Please tell us how important each of these are to you.

Respondents were asked to rank each of the 7 considerations into an order of priority with 1 being the most important and 7 being the least. The list below ranks the overall results:

Appendix E

- 1 Make sure the amount of money spent on buying new hard copy books is in line with the average amount spent by other councils which are most like Slough.
- 2 Make sure that library buildings are used efficiently. This will include seeing if other services can be offered from library buildings with, or instead of the current library service.
- 3 Ensure that library services are open and available at times when they are most needed and understand that this may reduce the numbers of hours physical libraries are open each week.
- 4 Make sure the amount of money spent on buying new eResources is in line with the average amount spent by other councils which are most like Slough.
- 5 Make sure that there is careful consideration of all opportunities to deliver library services from other locations in communities if this is efficient and effective.
- 6 Ensure that library staff are available to deliver services at times when they are most needed, and that this may reduce the numbers of hours library staff are available each week whether that is online or in person.
- 7 Make sure that wherever possible and practical, services are provided virtually and online

Q15. Listed below are 5 possible ways we could continue to deliver a comprehensive, affordable library service that meet our considerations. Please choose the 3 models that you think are the best ones to try to deliver.

The top 3 delivery models, in order of popularity, were:

- 1 Keep all library buildings but reduce the hours they are open, the hours they are staffed, and the space dedicated to the library. Attract other users to rent space in the building alongside a reduced library (co-location) (81%).
- 2 Keep all the main library buildings open but reduce the opening and staffed hours at Langley and Cippenham and reduce the staffed hours at The Curve and Britwell libraries (74%).
- 3 Reduce the money available to spend on buying publications (both hard copy and eResources) (52%).

The remaining two options were variations on closing current library buildings and these both received about 15% approval each.

In addition to the main survey, this question was asked in the Citizen magazine which was sent to all households in the borough during December 2021. This question was one of a range asked about a number of different council services. This question was responded to by 595 residents (we do not know if these people also completed the on-line survey question too). The ranking of the 5 suggested models was the same for the paper copy responses as the on-line ranking.

Q16. Are there other issues you think we need to consider?

This question did not offer any pre-set options and asked respondents to write free text. Just over 700 respondents did take the time to add comments. The main themes from these are:

Accessibility and inclusion: these issues were commented on by most respondents (38%). A strong theme in the comments about accessibility of services referenced loneliness and that keeping physical library buildings open were important to combat this. Respondents frequently commented on the benefits to having a library within their own community, local to where they live and within walking distance. Problems with other forms of transport (including cost) were mentioned a number of times as a reason for not being happy having to travel to access a physical library building. Library buildings are also seen as valuable community assets which could help to build social inclusion and cohesion.

Children, adult, and family interaction: this theme was mentioned by about 23% of respondents. Residents commented on the benefits of parents, grandparents and wider-family groups taking children to local libraries. Many comments highlighted the joy and improvement in reading, but a significant number also talk about the importance of having community spaces where human interactions can take place; many referenced the impact of Covid restrictions in making them realise the importance of social and sociable activity. There were also some comments about how important library buildings are for some people to study and learn.

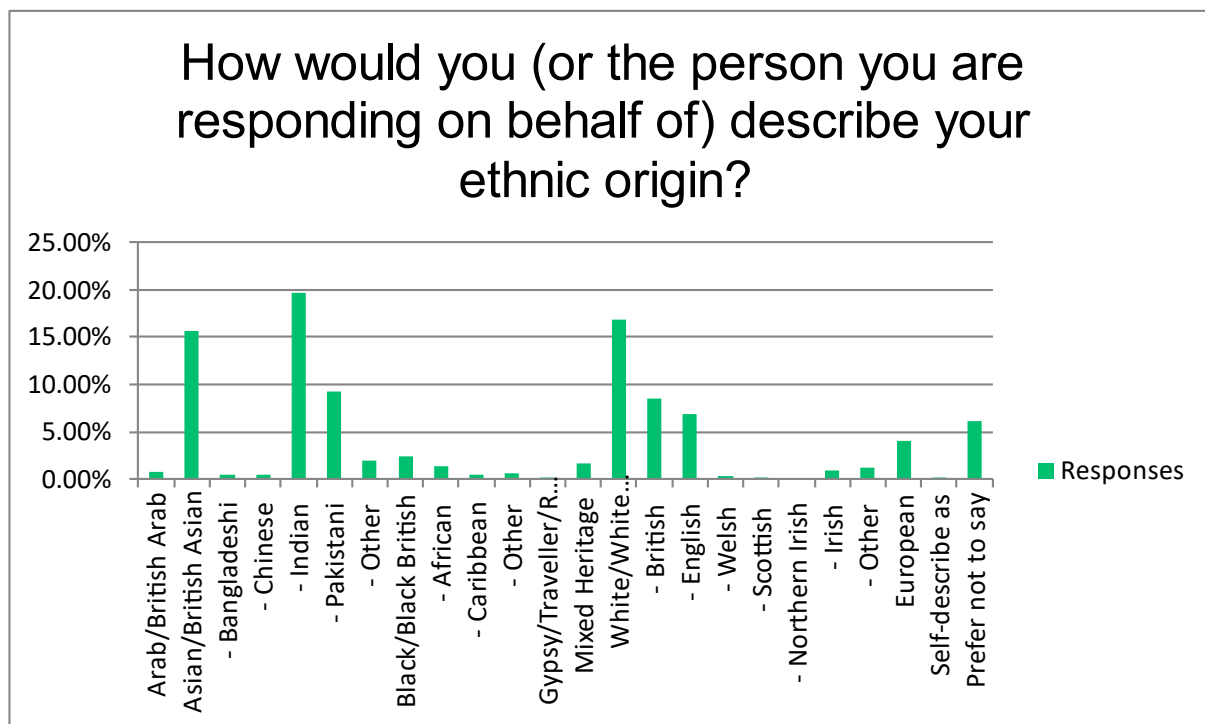
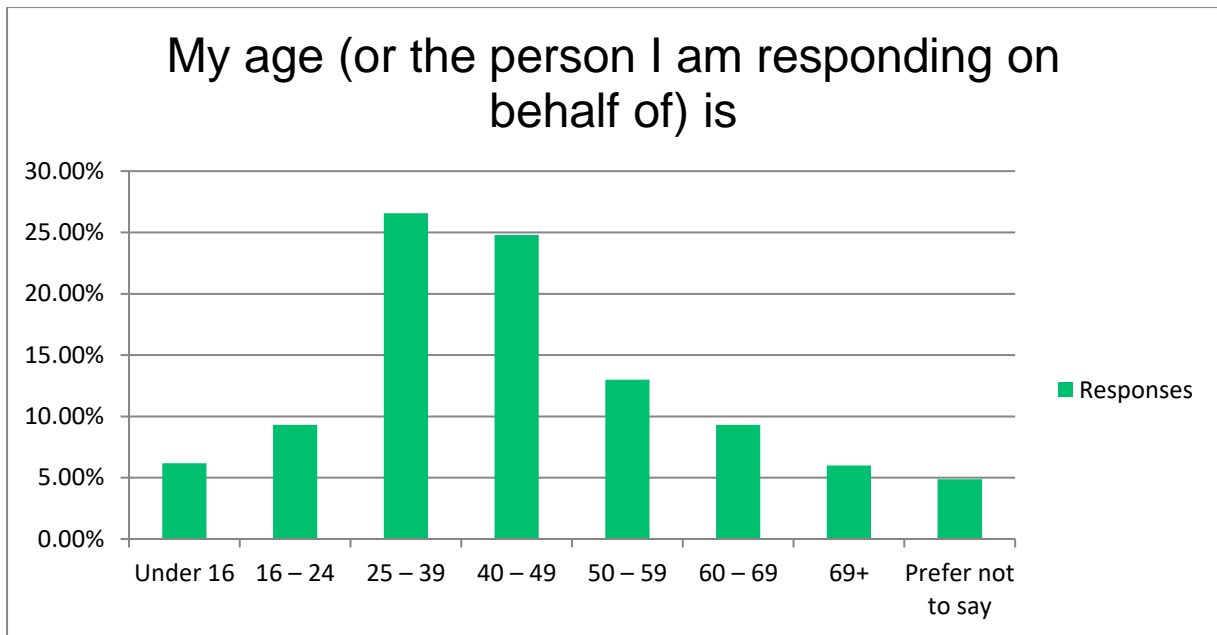
Digital exclusion: a small number of respondents stated that they like to use the library buildings because they do not have access to the internet in any other location like home or work. However, the picture around this is unclear as most respondents to the survey say they do have access to the internet in locations outside of library buildings.

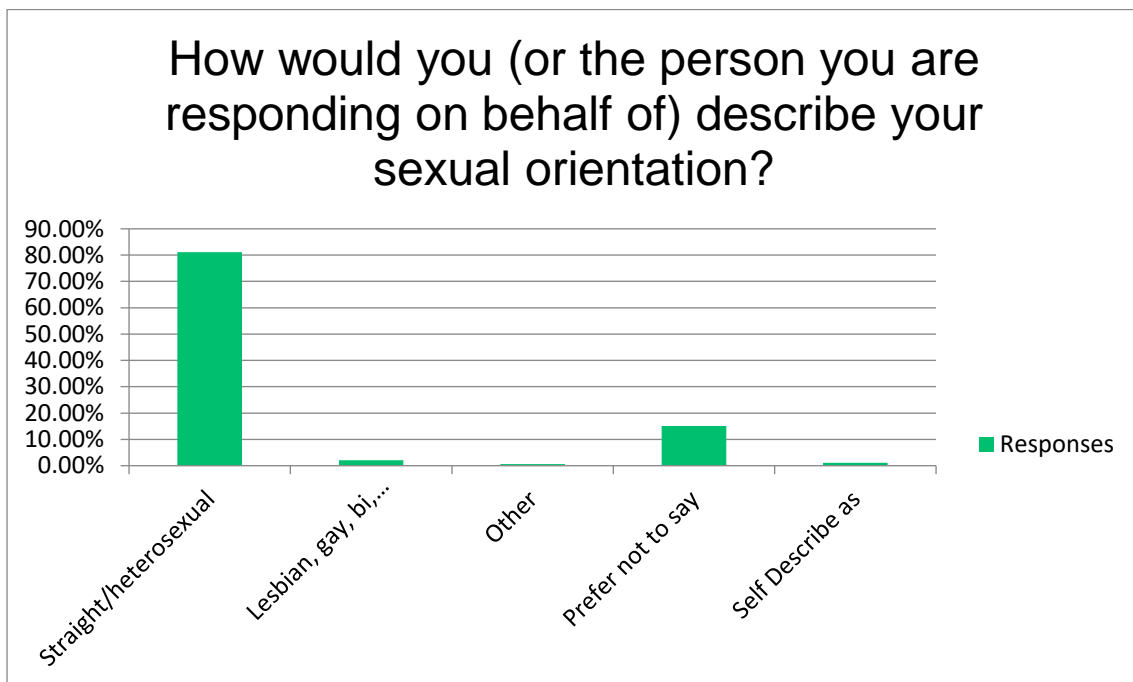
Who completed the survey?

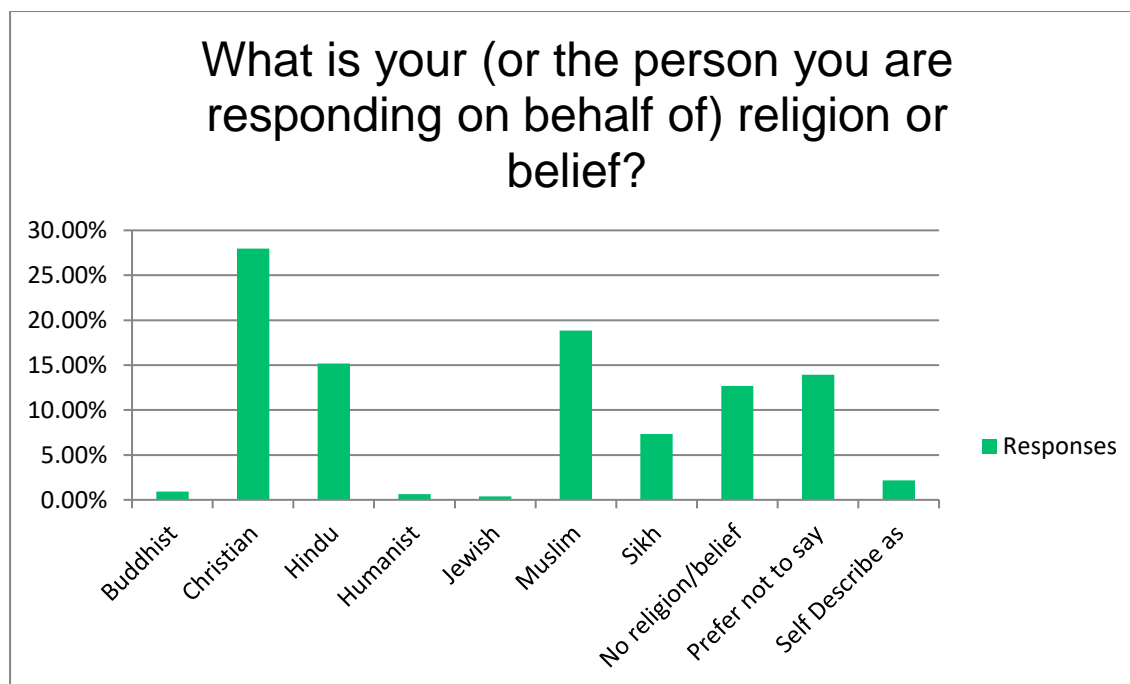
An individual (adult)	64.33%
A parent/guardian/carer for someone else	26.44%
A representative of a group, school, nursery, business	3.70%
Other (please specify)	3.53%
An employee of Slough Borough Council	1.14%
A library volunteer	0.63%
A local councillor/MP	0.23%

I (or the person I am responding on behalf of) describe my sex as	
Female	62.57%
Male	31.40%
Prefer not to say	6.03%

Is your gender (or the person you are responding on behalf of) the same as that assigned at birth / your sex assigned at birth?	
Yes	98.08%
No	1.92%







Do have any regular access to the Internet?	
Yes	91.67%
No	8.33%
Do you have access to the Internet at home?	
Yes	92.01%
No	7.99%

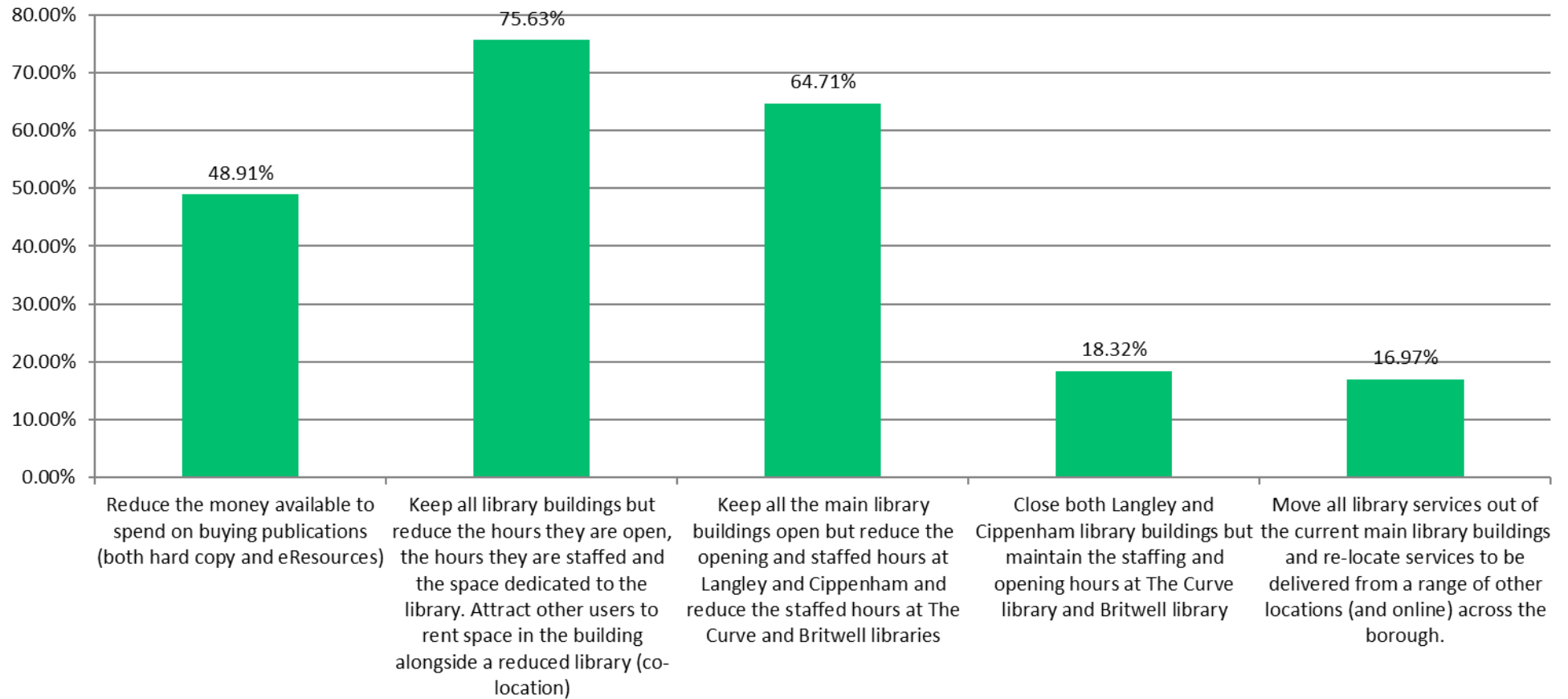
How do you connect to the Internet? (choose all that apply)	
Computer/smart phone/tablet at home, work, or school	87.99%
Your own laptop/smart phone/tablet using library Wi-Fi	20.54%
Public computer or laptop at a library using library Wi-Fi	15.66%
Your own laptop/smart phone/tablet using Wi-Fi somewhere else like a coffee shop	12.01%
Other (please specify)	2.94%

SECTION 2

In December 2021 the “Citizen” magazine was delivered to every home in Slough. Included in this edition was a stand-alone question about the proposed future models of library service delivery. The results of this are below:

“Listed below are five possible ways we could continue to deliver a comprehensive, affordable library service that meets our consideration. Please choose the three models that you think are the best ones to try and deliver.”

Listed below are five possible ways we could continue to deliver a comprehensive, affordable library service that meets our consideration. Please choose the three models that you think are the best ones to try and deliver.



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Narrative feedback from focus groups

1. Engagement with children and young people

Cabinet raised concerns that the original engagement plans did not do enough to encourage the voice of children and young people. In response, the following engagement activities took place.

Children and young people who visited each library were asked to write down their views about the library service (or they could do a drawing). Their comments and drawings were displayed on boards in the library. **150** children responded in this way.

Eleven outreach events were held in local schools (primary and secondary), with older young people (e.g., Creative Academy), local community groups (e.g., Aik Saath) and Youth Parliament. These events gained responses from almost **2,000** young people.

Comments and feedback from primary aged children

Q1. Why do you use the library?

The most popular reasons were:

- 46% to borrow and/or read books
- 13% to use the computers and/or printers
- 11% because it's peaceful and quiet
- 10% for doing homework

Of the children that borrowed or read library books, 60% read fiction and 40% read non-fiction/factual books.

Q2. Why don't you use a library?

The most popular reasons were:

- 32% my family doesn't have time to go to a library
- 20% because of Covid/lockdown
- 10% I have lots of books at home
- 8% my parents don't think about taking me
- 8% the library is too far away

Q3. What library events and activities have you attended?

- 47% Summer Reading Challenge
- 16% LEGO
- 13% Code/Computing clubs
- 10% Arts and crafts (e.g., Pumpkin carving, design a T-shirt, drawing challenge etc)

Q4. What do you like about libraries in Slough?

- 26% the books (quality and quantity)
- 19% it's calm, quiet and peaceful
- 14% reading
- 8% having fun there
- 4% doing activities
- 4% using the computers/printers

Q5. What do you think libraries in Slough should do differently?

- 13% Have more books and comics
- 13% Have more activities
- 10% Have space to play and/or ways to borrow computer games
- 10% Have somewhere to eat
- 10% Have a way to tell you where on the shelf your book is/have someone to suggest what to read next
- 8% Not have to be quiet all the time

Comments and feedback from secondary school students

Q1. Why do you use the library?

- 32% space to study
- 32% attend events and activities
- 20% read/borrow books
- 12% to use computers/printers

Q2. Why don't you use a library?

Have a lot of books at home

Too tired

Use Kindle/e-readers

Access is difficult, especially at The Curve because there's nowhere to park

Q3. What other services could libraries offer/what could they do differently?

Recommendation service	5 comments
Offer reading challenges	2 comments
Bring books to readers	1 comment
Readers to recommend which books to buy	1 comment
Have a wider range of books	3 comments
Later opening in the evenings	1 comment
Private study spaces	3 comments

Comments and feedback from young people (post 16)

Q1. What do you use the library for?

- Reading/borrowing books
- Studying
- Using computers and printers
- Attending events, workshops, and meetings

Q2. Why don't you use Slough library service (at all, or not very much)?

Opening times don't suit me/I don't have the time	7 comments
Buy my own books/books available at my place of study	2 comments
The computers are next to the Children's library (too noisy)	1 comment
Too quiet	1 comment
I have IT at home	1 comment
No free parking at/close to The Curve	1 comment
Concerns about unfriendly staff	1 comment

Q3. What could Slough library service do differently?

More space for group study	3 comments
Have vending machines/place to eat and drink	2 comments
Wider range of books (audio and hard copy)	2 comments
More co-location of other council services	1 comment
Play soothing background music	1 comment

Appendix F

Machines that read books to you	1 comment
Sessions for younger children to read to adults	1 comment
Other activities (slides/climbing wall/zip line)	1 comment
More public events	1 comment
More private study areas	1 comment
Specific revision resources linked to exams	1 comment
Online ordering to bring books to you (at a cost)	1 comment
Drop-boxes to allow books to be returned without paying for parking	1 comment

Q4. Ranking of the suggested future models

1 st (most popular)	Keep all library buildings but reduce the hours they are open, the hours they are staffed, and the space dedicated to the library . Attract other users to rent space in the library building alongside the reduced library (co-location).
2 nd	Keep all the main library buildings open but reduce the opening and staffed hours at Langley and Cippenham and reduce the staffed hours at The Curve and Britwell libraries.
3 rd	Reduce the money available to spend on buying publications (both hard copy and eResources)
4 th	Close both Langley and Cippenham library buildings but maintain the staffing and opening hours at The Curve library and at Britwell library.
5 th (least popular)	Move all library services out of the current main library buildings and re-locate services to be delivered from a range of other locations (and online) across the borough

2. Engagement with residents and stakeholders at workshops/drop-in/presentations

50+ forum

Suggestions about future use/service delivery

- Can library services be delivered from the industrial estate? Could this central location be a base from which outreach work could be delivered?

Comments about current library services

- Why have Langley and Cippenham been singled out for possible closure and the other two libraries weren't? We explained about the other services were currently delivered from Britwell and The Curve which makes considering closing these buildings more challenging.

Appendix F

- The issue of difficulty parking at The Curve was raised
- Number of comments about the valued role of libraries to support communities.
- There were questions about the financial situation of the council.

Men's lunch club Langley

Suggestions about future use/service delivery

- Hosting a chess club was a popular suggestion.

Comments about current library services

- One participant said he found it difficult to locate the books and information he wanted at The Curve and found the old library better laid out.
- Two participants said they didn't use the library service as it doesn't stock the technical books they wanted.

Carers' Rights information day

Suggestions about future use/service delivery

- Events, services, and activities should cater for residents who don't speak English as a first language.

Comments about current library services

- Some passionate current library users commented that they had completed the survey and library services were very important to them.
- Some participants said they had stopped using the library service because of Covid and now didn't know when the libraries were open and weren't aware of the on-line offer.

Langley Library drop-in (December 2021)

Suggestions about future use/service delivery

- Some concerns were expressed about how safe it would be to use a library if there were other services operating from the same building.
- Can Thames Valley Police locate a police desk in Langley library to help make up for the closure of Langley police station?

Comments about current library services

- Local residents have started a petition specifically about keeping Langley library building open.
- Passionate support for the library service and some residents spoke about specific benefits they had felt from using the library.

SCVS Community Network on-line workshop

Suggestions about future use/service delivery

- Keep library locations open so activities can be run from there.
- Cippenham library has a good range of services for all ages.
- Activities like “seated exercise” at The Curve are popular.

Comments about current library services

- Health Watch run community events from libraries, and these are very popular.
- Allowing partner organisations to share the space will be important.
- A lower publications budget will need careful thought to strike the right balance between on-line and hard copy books.
- Will library service offer an on-line music service? Social Plugger was mentioned ([Social Plugger](#)) as a good offer for sound-based mindfulness.
- Whatever happens to the library service the new services must be well publicised.
- Include health and wellbeing support. Could be offered on-line and may be simple awareness raising or on-line chats.
- Could community/volunteer groups run the library service? They could offer their usual service but help people borrow and return books. Local groups could also run or support activities and events.
- Concern that alternatives like Open+ wouldn't work due to possible crime and anti-social behaviour.
- Community groups could work from or use facilities, but charges would need to be lower (or be offered for free).
- How can library buildings pay for themselves to make sure running the buildings are cost effective?
- Will corporate sponsorship from organisations like Cisco be considered to keep a library building open?
- Suggestions were made to see if a coffee house chain could operate from libraries but there was a discussion that this has been tried and not enough money is made for it to be interesting to the business.
- Having somewhere to buy lunch in the library might encourage people to stay longer.

On-line library workshops (November & December)

Suggestions about future use/service delivery

- On-line library is good if you don't have a library close to where you live (Manor Park was mentioned).
- Can there be a library closer to Manor Park?
- Visiting a library is an important part of childhood.
- Could there be more opportunities for volunteering to keep a library service?
- The library service has to modernise and make more of e-books.
- Could people who work from home or run small businesses rent hot desks in the library to generate income?
- Could each library have a specialist theme?

- Could there be a focus on delivering children's libraries especially in the areas where there are lots of children who use the library?
- Libraries should ask for book donations to reduce spend on new books.

Comments about current library services

- On-line library is good if you don't have a library close to where you live (Manor Park was mentioned).
- The old reference library was very useful.
- Having limited time-slots (due to Covid restrictions) is not good, felt rushed.
- Maidenhead library provides a better customer experience.
- The library is essential to parents who are home-schooling.
- Britwell library is in a good location and is within walking distance of the shops and where people live.
- Libraries are keeping our communities alive.
- Parking to use The Curve is very difficult.
- Some people like going to the libraries because they are vulnerable and meeting people there gives them comfort. Where will these people go?
- BorrowBox facility is not good – there is not a good enough choice of books.
- PressReader facility is excellent as it makes newspapers accessible to everyone.

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Slough Museum – stakeholder response to Slough Libraries consultation

January 2022

Overview

Slough Museum is an independent museum and registered charity. Charity number 285211

Slough Museum Trust was founded in 1982 by a group of local people who wanted to create a museum to share knowledge about local and general history, topography and archaeology of Slough and surrounding districts.

<https://sloughmuseum.co.uk/>

Our mission today is to build a sense of pride in Slough. We develop imaginative and inclusive projects and displays and encourage people to share their stories and knowledge of Slough as a place of pioneers and innovators.

We are the only organisation in Slough that has a remit to collect, conserve and communicate the town's heritage. We explore and celebrate Slough's past, present and future.

Slough Museum's Charity's objects are: To advance the education of the public in local & general history, topography & archaeology by the provision, maintenance and administration of a Museum for Slough & the surrounding district.

The Collection covers a period of around 10,000 years – from woolly mammoths to the present day and charts the development of the town of Slough, its public, social and domestic life, developments in science, technology, agriculture and industry and the impact of these on the town in the past, present and the future.

Since collecting began in 1985, Slough Museum has acquired around 3,500 objects and documents (consisting of prints, paintings, drawings; maps; numismatics; documents; decorative art; costume; geology; archaeology; occupational tools and equipment; Slough-made products & packaging; toys and other juvenilia) and 7,500 photographs. The Museum also holds approx. 32,000 negative packets and strips from Slough Observer newspaper and a small quantity of oral history recordings, video tapes and film reels.



Slough Museum at The Curve

Slough Museum are responding to the Slough Borough Council Library consultation as a key stakeholder in the town and particularly in The Curve. This partnership with Slough Libraries at The Curve includes Museum Pods, The Curve Gallery and community activity.

Museum Pods

Slough Museum is proud to have eight Pods in The Curve, the central library and cultural hub for Slough. These Pods were fundraised for by the museum to be in place when The Curve opened five years ago.

These themed Pods, located over three floors, explore the heritage of the town, focusing on its nationally important industrial heritage and the history of its pioneering, vibrant community. They feature the people of Slough, from the Herschel Family, who made significant advancements in astronomy, to the people living here today; focussing on domestic and community life, from important places and leisure activities, to community endeavours during the war periods. Pods include sound, visuals and short films.

Schools visit the Pods as part of tours and the museum has fundraised for several community projects to be delivered in partnership with Slough Libraries themed on the Pods.

The Curve Gallery and display space

In addition to the Pods, Slough Museum have fundraised to use The Curve Gallery space and the space upstairs for several community projects to be delivered in partnership with Slough Libraries.

This includes *100 Women*, a project with a Slough young person who took photographs of one hundred Slough women to celebrate their lives and stories as part of the centenary of women's right to vote; *Light The Candles* an exhibition of Slough objects relating to the First World War to mark the centenary of Armistice Day which involved story telling and craft workshops to create a poppy wall of remembrance.

Slough Museum supported Slough young people to create their own exhibitions in The Curve Gallery leading to their achievement of Arts Award, a national qualification recognising leadership.

Slough Museum are currently displaying items from our collection in The Curve Gallery.



The Curve Community Activity

Slough Museum have also fundraised for several community projects to be delivered in partnership with Slough Libraries for Slough residents.

This has included *Past/Present/Future – The Spirit of Dickens in Slough* marking 175 years since Dickens classic *A Christmas Carol* was published (Dickens had a Slough based publisher at The Mere). This winter festival included workshops delivered by the museum and our partners from The Dickens Museum, London. It also included a giant Peace Poem installed outside The Curve.



Spark Festival focused on the heritage of Slough based 18th century astronomical pioneers the Herschel family with lantern workshops and a street procession starting from The Curve.



Other projects have included a focus on literacy, reading, storytelling, craft and local history.

In 2018 BBC Radio Berkshire brought their 80 Things Slough has given the World exhibition to The Curve in partnership with Slough Museum. Slough Museum also run Make with the Museum at The Curve Club on the last Saturday of the month, taking this online during lockdown and delivering ten sessions via Slough Libraries Facebook. We are currently delivering a story writing project in partnership with Slough Libraries to culminate in public sharing at The Curve.

Slough Museum urge Slough Borough Council to consider resident wellbeing, connectedness, and the pride in our town that Slough Museum located at The Curve can bring, along with significant proven leverage for community projects. The Curve fully open and staffed is the cultural hub people from Slough and beyond deserve. It offers Slough Museum the opportunity to be part of that cultural offer and have a presence in the heart of the town. We believe the only consultation option is therefore: *Reduce the money available to spend on buying publications.*

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SLOUGH LIBRARIES PUBLIC CONSULTATION RESPONSE

UNISON has a number of concerns it would like to raise in response to the Slough Libraries Public Consultation. These concerns are listed below.

Stock:

- We would like to see more detail on the proposed book fund and the proposed spend on e-resources. How are the reduced funds to be distributed? The book fund is very heavily skewed in favour of children's fiction (which is already cheaper than any other type of book), presumably as this issue well. Will the cuts impact even further on non-fiction and adult fiction?
- We were unable to identify a stock policy in the paperwork. Does the service have a basic policy on how stock is selected, how its evaluated and disposed of or replaced? How is this accounted for in the book fund? Have book donations also been considered?
- How is stock selected and distributed amongst branches? Is this done by supplier selection or do staff have input into the process?
- We appreciate one source of income is book reservations and this is likely to be through new publications. Has a cost-benefit analysis been done on waiting for paperback copies to be released and reducing the number of hardback fiction? Have shorter loan periods been explored? It would be good to see figures around hardback fiction take up and revenue from book reservations.
- How are eBooks and e-audio books selected? If the service is to be more reliant on e-resources, have the costs been explored? In the case of popular books, where publishers may limit the number of times a licence can be loaned, has the cost of buying more licences been considered?
- Slough are part of SELMS consortium, does the consortium also cover e-resources? If so, does this mean costs for fees, titles and licences are shared across the consortium? What impact does this have on savings?

- The proposal that eBooks are a solution to physical libraries being open seems to be based upon use during covid when borrowers had no alternative. It also doesn't take into account people who don't have a device to access them or who have no or limited internet access. Although e-resources can be more accessible to some readers with disabilities they do not suit everyone, and they only save money if they are well used.
- Looking at the library website, the e-resources do not seem well advertised, and the layout isn't as accessible as it could be. Making e-resources easily accessible should be a priority. It's all available via the library catalogue, so clearly marking this on the main page could make this clearer.

Staff:

- Staffing figures seem to be from 2019, is it possible to get up to date figures?
- The consultation paper does not seem to give a fair representation of what library staff actually do. The public often have a misconception that library staff just shelve, issue and return books, which makes 40 members of staff across 4 libraries seem quite high. However, outreach activities and regular rhyme times and children's events tend to be staff intensive and require preparation.
- UNISON would like to query if Slough do have 3 FTE librarians.
- Obviously, the majority of staff will be frontline, and we wouldn't expect to see more than one manager per branch, with maybe a couple of extra supervisors in the Curve to cover absence across the service. Do managers work on the public desks?
- With the information given, it does not seem that a random member of the public would be able to give a fair and informed opinion on library staffing.

Volunteers:

- UNISON would like to see a volunteer policy or any proposed. A Labour council should not have volunteers doing the work of paid staff and that should be clearly laid out from the start. Volunteers should not issue and return books, they should not shelve books, and they should not open or close libraries. Any volunteer work should be an enhancement and not a replacement for staff.
- UNISON would like to know more about the recruitment process for volunteers and what training they have. What checks are in place? It seems that volunteers are given access to personal data (via the library management system). What is done to ensure that library users are safe?
- A volunteer run library would still require building and IT maintenance as well as access to library materials so it's not likely to provide a huge saving.

Building and opening hours:

- Closing or reducing hours to a library when the nearest alternative is 20 minutes away by public transport will disadvantage elderly and disabled users, as well as mums with very young children, younger users, and anyone on low income. It's not clear from the EIA that the groups with protected characteristics are being properly consulted.
- The library service doesn't just issue books, it should provide a place to study, access to research materials and internet, and computer access. Reducing access to these things will be of greater detriment to the most disadvantaged residents.
- Open+ may allow staff-less libraries, but there are many potential H&S risks, and the system does not cater to under 18s who may struggle to travel to another branch. It also ignores the needs of library users who require social interaction or physical help to make use of the service. There is no explanation in the documents of how this would work or what the system is likely to cost.

Income generation:

- Library fines and fees don't provide a great deal of money and are viewed by many as a deterrent to library use. Large fees are more likely to lead to loss of expensive stock and debts are not actively pursued.
- What other forms of income have been explored? Has hire of buildings been maximised? Do library management apply for grant funding for events and projects? Have sale of local history prints or charges for research been explored? Do the libraries sell withdrawn stock and unwanted donations? A button for cash donations on the webpage? Are all events free or are some ticketed? Do they charge for materials for activities?

Thanks for the opportunity to respond to this consultation. We look forward to your reply.

Thomas Rhodes

Area Organiser | UNISON Southeast

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Details of proposed library buildings opening times

These opening times mean that there will be at least one library building open every weekday morning and one late night per week in addition to Saturday opening for all libraries.

The Curve: Late night opening to 7pm on 3 nights of the week (all staffed by library officers) and open with staff on 2 weekday mornings (Monday and Thursday) plus all weekday afternoons. When other services are currently already using the building in the mornings, self-service kiosks can be made available to users without library staff needing to be available.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Current total opening hours (all staffed)	Proposed opening hours
The Curve	Self-service 8am – 10am Staffed 10am – 5pm	Self-service 8am – 2pm Staffed 2pm – 7pm	Self-service 8am – midday Staffed midday – 7pm	Self-service 8am – 10am Staffed 10am – 7pm	Self-service 8am – midday Staffed midday – 5pm	Staffed 10am – 5pm	59 hours pw	Building open for self-service 18 hours pw Building open and staffed 40 hours

Britwell: Late night opening to 7pm on 1 night of the week and open on Saturday afternoon (staffed by library officers). On Monday, Tuesday, and Thursday there will be self-service kiosks only in the mornings, other services are already using the building at these times so self-service kiosks can be made available to users without library staff needing to be on-site. There are currently no other services using the building on Wednesday mornings so the Hub will not be open to the public. Enquiries are ongoing with NHS Frimley about the proposed operation of the health centre at Britwell and whether this will allow opportunities for self-service to be offered on Wednesday mornings. Library staff will be available at Britwell library on Friday mornings.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Current total opening hours (all staffed)	Proposed opening hours
Britwell	Self-service 9am – 1pm Staffed	Self-service 9am – 5pm	Closed 9am to 1pm (self-service 9am – 1pm if other	Self-service 9am – 1pm Staffed	Staffed 9am – 1pm Self-service	Staffed Midday – 4pm	48 hours	Building open for self-service 20 hours (up to 24

Appendix H

	1pm – 5pm		services are in the building) Staffed 1pm – 5pm	1pm – 7pm	1pm – 5pm			hours if other services are in the building) Building open and staffed 22 hours
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Cippenham: Late night opening to 7pm on 1 night of the week (Tuesday) and open on Saturday afternoon (staffed by library officers). On Wednesday morning the library will be open and staffed until 1pm. On Monday the library will be closed all day, and the self-service kiosks will not be available as there are currently no other services using the building on this day. On Thursday, and Friday mornings the library will be closed, and self-service kiosks will not be available as there are currently no other services using the building on these days. The library will be open on Thursday and Friday afternoons and library staff will be on-site.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Current total opening hours (all staffed)	Proposed opening hours
Cippenham	Closed 9am to 5pm (self-service 9am – 5pm if other services are in the building)	Closed 9am to midday (self-service 9am – midday if other services are in the building) Staffed 12 midday – 7pm	Staffed 9am to 1pm Closed from 1pm	Closed 9am to 1pm (self-service 9am – 1pm if other services are in the building) Staffed 1pm – 5pm	Closed 9am to 1pm (self-service 9am – 1pm if other services are in the building) Staffed 1pm – 5pm	Staffed Midday – 4pm	48 hours	Building open for self-service 0 hours (up to 28 hours if other services are in the building) Building open and staffed 23 hours

Langley: Late night opening to 7pm on 1 night of the week (Monday) and open on Saturday afternoon (staffed by library officers). From Wednesday to Friday the library will be closed, and self-service kiosks will not be available in the mornings as there are currently no other services using the building at these times. The library

will be open and staffed on Tuesday mornings. The library will be open on Tuesday to Friday afternoons and library staff will be on-site.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Current total opening hours (all staffed)	Proposed opening hours
Langley	Closed 9am to 2pm (self-service 9am – 2pm if other services are in the building) Staffed 2pm – 7pm	Staffed 9am to 1pm Closed from 1pm	Closed 9am to 1pm (self-service 9am – 1pm if other services are in the building) Staffed 1pm – 5pm	Closed 9am to 1pm (self-service 9am – 1pm if other services are in the building) Staffed 1pm – 5pm	Closed 9am to 1pm (self-service 9am – 1pm if other services are in the building) Staffed 1pm – 5pm	Staffed Midday – 4pm	48 hours	Building open for self-service 0 hours (up to 21 hours if other services are in the building) Building open and staffed 25 hours

	Which library is open?
Monday	The Curve: staffed 10am to 5pm & self-service 8am to 5pm Britwell: staffed 1pm to 5pm & self-service 9am to 1pm Langley: staffed 2pm to 7pm & self-service 2pm to 7pm
Tuesday	The Curve: staffed 2pm to 7pm & self-service 8am to 2pm Britwell: self-service only 9am to 5pm Cippenham: staffed midday to 7pm & self-service midday to 7pm Langley: staffed 9am to 1pm & self-service 9am to 1pm
Wednesday	The Curve: staffed midday to 7pm & self-service from 8am to 7pm Britwell: staffed 1pm to 5pm & self-service 1pm to 5pm Cippenham: staffed 9am to 1pm & self-service 9am to 1pm Langley: staffed 1pm to 5pm & self-service 1pm to 5pm

Thursday	<p>The Curve: staffed 10am to 7pm & self-service 8am to 7pm</p> <p>Britwell: staffed 1pm to 7pm & self-service 9am to 7pm</p> <p>Cippenham: staffed 1pm to 5pm & self-service 1pm to 5pm</p> <p>Langley: staffed pm to 5pm & self-service 1pm to 5pm</p>
Friday	<p>The Curve: staffed midday to 5pm & self-service 8am to 5pm</p> <p>Britwell: staffed 9am to 1pm & self-service 9am to 5pm</p> <p>Cippenham: staffed 1pm to 5pm & self-service 1pm to 5pm</p> <p>Langley: staffed 1pm to 5pm & self-service 1pm to 5pm</p>
Saturday	<p>The Curve: staffed 10am to 5pm & self-service 10am to 5pm</p> <p>Britwell: staffed midday to 4pm & self-service midday to 4pm</p> <p>Cippenham: staffed midday to 4pm & self-service midday to 4pm</p> <p>Langley: staffed midday to 4pm & self-service midday to 4pm</p>

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	21 March 2022
SUBJECT:	Re-procurement of Adult Social Care Domiciliary Care Contracts
PORTFOLIO:	Cllr Natasa Pantelic, Social Care and Public Health
CONTACT OFFICER:	<i>Jane Senior – Associate Director People Strategy and Commissioning Suzanne Binns Group Manager-Purchasing</i>
WARD(S):	ALL
KEY DECISION:	YES
EXEMPT:	Part Exempt – Appendices 1 and 2 are exempt as they contain the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: “Information relating to the financial or business affairs of any particular person (including the authority holding that information)”
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	<i>Appendix 1 (exempt) – Details of current providers Appendix 2 (exempt) – Benchmarking Information Appendix 3 – Equalities Impact Assessment</i>

1 Summary and Recommendations

- 1.1 This report seeks approval to tender for two tranches of domiciliary care contracts via the Council’s Adult Social Care Dynamic Purchasing System. This will ensure a sufficiency of supply once two existing tranches of contracts expire in July 2022 and December 2022, respectively.

Recommendations:

Cabinet is recommended to:

1. Agree to the retendering of two tranches of domiciliary care contracts via the Council’s Adult Social Care Dynamic Purchasing System, on a three year basis with scope for two extensions of one year each.

2. Delegate authority to the Executive Director for People (Adults), in consultation with the Lead Member for Social Care and Public Health, to have oversight of the procurement process.
3. Agree that contract award for the first tranche of contracts will be presented to Cabinet in June 2022 and that contract award for the second tranche of contracts will be presented to Cabinet in November 2022.
4. Note that a report concerning the proposed model will be presented to People Scrutiny Panel in March 2022.

Reason:

To ensure best value in securing sufficiency of supply of domiciliary care in the local area.

Commissioner Review

“The Commissioners are in agreement with the recommendations in this report.”

2 Report

Introductory paragraph

- 2.1 The provision of good quality domiciliary care enables individuals with assessed care and support needs to remain living at home, thus promoting independence and reducing the need for more expensive residential care.
- 2.2 Domiciliary care providers play an essential role within the health and social care system. Not only by delivering care to those who are assessed as requiring it, but also by enabling timely discharge from hospital, freeing up hospital bedspaces and getting people back home. It is essential that there are enough contracted providers in the local area to meet demand.
- 2.3 The provision of domiciliary care meets the following Council priorities and objectives:

Slough Health and Wellbeing Strategy

Priority Two- Integration – Increasing the proportion of people living independently at home, and decreasing the number of people living in care homes.

Slough Five Year Plan

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

Options considered

A number of options were considered:

Option	Pros	Cons
<p>Option 1</p> <p>Do not re-tender contracts which are due to expire.</p>	<p>This would reduce resource pressure placed upon teams engaged in procurement activity.</p>	<p>Not tendering for contracts which are due to expire will leave a limited number of contracted suppliers available to deliver services.</p> <p>Individuals receiving a service would need to transfer to another provider if they wished to continue receiving a commissioned service.</p> <p>It is unlikely that in-contract suppliers would be able to expand capacity to meet demand. This might lead to purchasing activity which is not compliant in order to respond to demand and urgent system pressures, including supporting discharge from hospital.</p>
<p>Option 2</p> <p>Retender contracts via the Adult Social Care Dynamic Purchasing System.</p> <p>Recommended</p>	<p>Maintains sufficiency and diversity of supply.</p> <p>Supply secured through competitive processes in order to meet best value requirements.</p> <p>Allows for further competition to take place when securing individual packages of care.</p> <p>Allows providers flexibility to deliver to a higher or lower number of people depending upon workforce availability.</p>	<p>Economic pressures placed upon providers are likely to have an impact upon the market and potentially upon the price secured at the present time.</p>
<p>Option 3</p> <p>Retender using a different method eg block contracts (Further information on procurement approaches</p>	<p>Providers have surety of income and can plan their businesses more effectively.</p>	<p>Might not be able to deliver contracted hours due to workforce pressures.</p> <p>If service demand fluctuates below block level, the Council</p>

considered is set out at section 3.6 Below).	Simple payment schedule is less resource intensive for Council staff.	pays for undelivered hours. Therefore, not cost effective.
<p>Option 4</p> <p>Retender both tranches at the same time.</p>	<p>This would reduce resource required by managing one procurement rather than two.</p>	<p>Contracts have different end dates and there is no scope to extend contracts terminating earlier.</p> <p>Current arrangements help spread the risk and ensure that competition is undertaken under different market conditions. This has been beneficial for securing good quality provision at affordable rates.</p> <p>The market is undergoing a period of uncertainty including those relating to inflationary pressures– and the timing is not optimum for retendering the first tranche of contracts.</p> <p>Retendering the second tranche of contracts – when further information concerning Adult Social Care Reforms is released and the Fair Cost of Care Exercise is undertaken – might provide greater certainty for suppliers interested in investing more business in Slough.</p>

Background

- 2.4 Domiciliary Care plays an essential role within the health and social care system. Care workers provide care and support to individuals with assessed needs within their own homes, to enable them to stay independent for longer. Care and support activities can include administration of medication, helping people with transfers (for example from bed to chair), helping with washing, dressing and toileting and other forms of personal care. Domiciliary care providers enable people to return home after a hospital stay, thus ensuring that hospital discharge takes place on time and that individuals do not need to stay in hospital longer than necessary. Local authorities are required, under s5 of the Care Act 2014, to ensure a diverse and sustainable market to meet eligible assessed care needs including care at home for those who require it. This includes provision of directly commissioned care as well as provision for those in receipt of Direct Payments and self-funders.
- 2.5 Nationally, the management of sustainable markets for domiciliary care has become more challenging, as providers have been and continue to be faced

with significant economic pressures. These include: rises in inflation (affecting fuel costs, uniform and equipment costs and organisational overheads) and increases in National Insurance contributions (as of April 2022) for both employers and employees. Additionally, providers have experienced wage competition from other sectors (such as retail, warehousing and deliveries) resulting in staff leaving the sector. Loss of workforce has been exacerbated by EU Exit, and the mandate for domiciliary care staff to be fully vaccinated against covid (now expected to be reversed). Many areas have experienced difficulties in ensuring sufficiency of supply as providers have gone out of business, have reduced the hours which they are able to offer or have not been able to deliver services to the standard required.

- 2.6 In order to address workforce pressures, government has issued two rounds of Workforce Retention and Recruitment grants to local authorities. Slough received £349,004.00 (round 1) and £644,316.00 (round 2) with a requirement to spend these by 21st October 2021 and 31st March 2022. Providers have been allocated a proportion of grants which they have been able to spend on a number of initiatives in keeping with grant conditions. These have included: one off bonuses to staff, enhanced payments and meeting advertising costs for new recruits. Grants have provided short term funding to ease staffing shortages over the Winter months. These grants all end at the end of March 2022.
- 2.7 In 2021, Government released the white paper, *People at the Heart of Care*. This sets out the government's intention to reform adult social care, including implementing a care cap and placing a requirement upon local authorities to undertake a Fair Cost of Care Assessment in order to determine sustainable care rates. £162M has been made available to Local Authorities in 2022-23 in order to prepare markets for reform (including undertaking the Assessment), with a further £600M being made available in each of 2023-24 and 2024-25, to be funded through the Health and Social Care Levy. The Council has been allocated £348K in 2022-23 and is likely to receive £1m in each of 2023-24 and 2024-25.
- 2.8 In order to support the sector, the Council has committed to meeting inflationary costs over 22-23 through the award of fee uplifts of up to 3%, upon submission of a full and sufficient business case.
- 2.9 The Council currently contracts 22 providers registered with the Care Quality Commission to deliver domiciliary care services within the borough.
- 2.10 The current commissioning strategy has been to periodically undertake procurements via the Adult Social Care Dynamic Purchasing system. This has meant that the Council, despite the market pressures described at 2.5 above, has been able to maintain a sufficiency and diversity of supply (in keeping with Section 5 of the Care Act 2014), secured at competitive prices. This approach has also meant that the Council has been able to manage market risks - such as maintaining access to alternative suppliers where a provider has failed. The Council has also been able to contract with a number of market entrants (at a lower price) as well as more established providers, thus ensuring competitiveness in the local market. Periodic refresh of contracted suppliers not only attracts new entrants to the market, but also means that there are phased contract end dates which spreads the risks associated with supply failure upon re-procurement.

- 2.11 During the previous 12 month rolling period, 1471 packages of domiciliary care for people have been commissioned across all providers at an approximate cost of £6.8M. This equates to approximately £17.91 per hour. Further details concerning rates are contained at Appendix 1 (exempt).
- 2.12 642 packages of domiciliary care have been commissioned from providers whose contracts are due to expire in July 2022 at a weighted average cost of £18.21 per hour. 386 packages of domiciliary care have been commissioned from providers whose contracts are due to expire in December 2022. 443 packages have been commissioned from providers whose contracts extend beyond December 2022 at a weighted average cost of £17.21 per hour.
- 2.13 Costs associated within each of the tranches are set out below:

Contract Expiry Date	Total packages of care	Weighted Average Hourly Price	Total annual expenditure
July 2022	642	£18.21	£3.5m
December 2022	386	£18.06	£1.6m
Beyond 2022	443	£17.21	£1.7m
Totals	1471	£17.91	£6.8m

- 2.14 Homecare providers are already legally required to pay care workers National Living Wage, and this is a rate that is subject to inflation increments. The council has budgeted an additional £2m for Care purchasing (including Domiciliary Care) inflation.
- 2.15 As a demand led provision, Domiciliary Care expenditure will need to be monitored very closely to ensure sustainability within the stated budget envelope. The Adult transformation project initiatives to diverting demand at front door and ensuring competitive “target price” for care provisions should mitigate against any adverse budgetary effects. Tranche 1 and Tranche 2 procurement results will be monitored for any adverse budgetary effects.
- 2.16 The annual costs associated with tranche 1 and tranche 2 provide an indication of the possible annual costs of retendered provision. However, Members should be aware of the economic factors set out at section 2.5 and benchmarking information contained at Appendix 2, which could influence prices which are secured.
- 2.17 The referral process is managed by allocating packages of care to the lowest priced supplier who has availability and can meet the individual service user’s needs, thus injecting a further element of competition into the process. Some providers offer a volume discount, supporting endeavours to achieve best value.
- 2.18 The Council currently pays providers on a per minute basis for actual delivery of care up to the commissioned visit duration. It is normal for payments to be around 85% of the cost of commissioned hours. Where any additional time has been required on individual visits, due to an emergency situation or a temporary

fluctuation in need, these are then checked before being authorised for billing. The council saves around £1m over the year by paying on a per minute basis.

- 2.19 All care workers employed by suppliers are paid at or above the National Living Wage and all care workers are paid travel time.
- 2.20 The quality of provision is monitored through the Quality Assurance team and reported to the Care Governance Board. Overall, quality of provision within the borough is good. Of the 22 providers 1 is rated Outstanding, 18 are rated Good, 2 are rated as Requires Improvement and 0 are rated as Inadequate. 1 agency has not yet been inspected.
- 2.21 The specification and contract terms were amended during 2021 in preparation for a previous procurement round. A number of co-production meetings were held with representatives from social work teams, health colleagues and the co-production network. Feedback to date has ensured that the following areas have been further developed / incorporated into method statements:
- Meeting the needs of the individual
 - Safety and safeguarding – including operating safely during covid.
 - Quality assurance
 - Approaches to staff recruitment, retention and training.
 - Pricing and capacity building.
 - Business Continuity Planning.
 - Information systems and their use for monitoring service provision.
 - Approach to partnership working with the Council and others.
- 2.22 Further consultation is being undertaken in February 2022 and members of the co-production network will be invited to participate in tender evaluation panels. Should any change of provider be required for recipients of care, individuals will receive a review and arrangements will be made for the transfer to a new provider, with opportunity for carers to transfer to the new provider too. Further details concerning consultation are provided at section 3.5 below.

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 Homecare providers are already legally required to pay care workers National Living Wage, and this is a rate that is subject to inflation increments. The council has budgeted an additional £2m for Care purchasing (including Domiciliary Care) inflation.

3.1.2 As a demand led provision, Domiciliary Care expenditure will need to be monitored very closely to ensure sustainability within the stated budget envelope. The Adult transformation project initiatives to diverting demand at front door and ensuring competitive “target price” for care provisions should mitigate against any adverse budgetary effects.

3.2 Legal implications

3.2.1 The Care Act 2014 requires the local authority to meet identified eligible needs as assessed under s9 of the Care Act, and to meet that need with appropriate provision. Where this is identified as domiciliary care, then there is a duty placed upon the Council to make that provision

3.2.2 The Care Act statutory guidance states that 'high quality, personalised Care and Support can only be achieved where there is a vibrant, responsive market of services available'.

3.2.3 Under section 5 of the Care Act, the local authority has a duty to shape and maintain an efficient and effective market of services for meeting care and support needs in the local area

3.2.4 The duty applies in relation to services that the Local Authority commissions directly, but also to other non-commissioned services in its area (including those used by self-funders), universal services and services provided by partners (such as health or charitable services) that together create the marketplace.

3.2.5 The market that is shaped should ensure that any person requiring Care and Support/Support services:

1. Has a variety of providers supplying a variety of services to choose from;
2. Has a variety of high quality services to choose from; and
3. Has sufficient information to make an informed decision about how to meet the needs in question.

3.2.6 In order to fulfil its duty to promote diversity and quality in service provision the Local Authority must ensure it has effective strategies to shape the marketplace and commission the right services.

3.2.7 Use of a properly established Dynamic Purchasing System (DPS) to procure Domiciliary Care Contracts is a compliant procurement approach in accordance with both the Council's Contract Procedure Rules and the Public Contracts Regulations 2015.

The DPS must be operated as a completely electronic process and must be open, throughout the period of validity of the DPS, to any economic operator that satisfies the selection criteria

To procure under a DPS, the council must follow the rules of the restricted procedure, which means that any economic operator can submit a request to participate in response to the call for competition by providing the information for qualitative selection requested by the council. The minimum time limit for receipt of requests to participate, where a prior information notice (PIN) is used as a means of calling for competition, is 30 days from the date on which the PIN is sent to the UK e-notification service - *Find a Tender*.

The council must offer unrestricted and full direct access free of charge to the procurement documents, by means of the internet, on an ongoing basis from the date on which the PIN is sent. This requirement can be satisfied by providing a link to a procurement portal (such as Intend SE Portal) where potential candidates can access the documents.

The council must finalise their evaluation of requests to participate in the DPS, in accordance with the applicable selection criteria, within ten working days following their receipt, and must simultaneously and in writing invite the economic operators which have

expressed their interest to confirm their continuing interest, and invite the selected candidates to submit their tenders.

The minimum time limit for receipt of tenders must be at least ten days from the date on which the invitation to tender is sent. However, the council may set the time limit for the receipt of tenders by mutual agreement between the council and all selected candidates, provided that all selected candidates have the same time to prepare and submit their tenders.

Where the council awards a contract under a DPS, there is no compulsory standstill period.

The council must either send a contract award notice within 30 days after the award of each contract based on the DPS or group such notices on a quarterly basis and send the grouped notices within 30 days of the end of each quarter.

HB Public Law can advise as required on the DPS procedural requirements and contract awards and conclusion.

3.3 Risk management implications

3.3.1 The recommended option decision will ensure the sufficiency of supply when the existing contracts terminate on the 16th July 2022 for tranche 1 and 1st December 2022 for tranche 2. The table below sets out the risks associated with the proposed course of action and the mitigating actions.

Risk	Assessment of Risk	Mitigation	Residual Risk
Suppliers do not bid.	<p>Medium</p> <p>Existing providers will be keen to retain their customer base and a number of new providers have registered on the Dynamic Purchasing System.</p>	<p>The Dynamic Purchasing System has been administered so that new entrants are able to register.</p> <p>A PIN notice will be issued directing interested parties to apply for registration on the DPS</p>	Low
Suppliers bid at excessive and unaffordable hourly rates.	<p>Medium / High</p> <p>The market is facing significant economic pressures. This includes increases in national insurance contributions, inflationary pressures and wage competition from other sectors.</p>	<p>The instructions to tender will include reference to the scoring mechanism in relation to the price evaluation.</p> <p>Information will also be included in relation to how service users will be allocated to providers ie according to an individual's need, availability of staffing and price.</p> <p>Price will dictate the order of approach of suppliers, with the most cost effective approached first.</p> <p>Providers will in all likelihood be mindful of Adult Social Care Reforms and the Fair Cost of Exercise which will need to be undertaken this year.</p> <p>Approaches to inflationary uplifts will be included within tender documents.</p>	Low / Medium
Suppliers bid at rates which are higher than those currently. Placing a pressure on Adult Social Care budgets.	<p>High</p> <p>The market is facing significant economic pressures. This includes increases in national insurance contributions, inflationary pressures and wage competition from other sectors.</p>	<p>The instructions to tender will include reference to the scoring mechanism in relation to the price evaluation.</p> <p>Information will also be included in relation to how service users will be allocated to providers ie according to an individual's</p>	Medium

		<p>need, availability of staffing and price.</p> <p>Price will dictate the order of approach of suppliers, with the most cost effective approached first.</p> <p>Providers will in all likelihood be mindful of Adult Social Care Reforms and the Fair Cost of Exercise which will need to be undertaken this year.</p> <p>Approaches to inflationary uplifts will be included within tender documents.</p> <p>There is likely to be a difference in how the market operates – between the tendering of Tranche 1 and Tranche 2 – particularly when the impact of the Adult Social Care Reforms and the Fair Cost of Care Exercises are known.</p>	
Loss of continuity of supply for service users if existing suppliers do not bid or bid at excessive price	Medium	<p>All new packages of care will be set up with the most cost-effective organisation.</p> <p>TUP(E) will apply to any transfer of service from one provider to another. Service users whose packages of care are identified as potentially requiring transfer will receive a service review to determine whether their individual needs can be met by the new provider.</p>	Low
Providers offering a lower price will result in a lower quality	Medium	<p>Providers will be required to be registered with the CQC who regulate activity.</p> <p>Each contract will contain a clear set of KPIs which will be monitored.</p> <p>Care providers are also monitored by the Quality</p>	Low

		<p>Assurance and issues are discussed at the Care Governance Board with improvement plans being submitted to ensure that clear turnaround initiatives are implemented.</p> <p>There is facility to not place with providers who do not meet the appropriate quality standards.</p> <p>A suite of KPIs will be included within contracts and suppliers will be required to report against these.</p>	
Care staff will not be adequately paid as providers seek to offer competitive prices.	Medium	<p>There is competition in the market sector for staffing. This means that pay rates are competitively set.</p> <p>The lower fee rates are enabled by new entrants to market who have lower overheads during their start up. Most are family owned businesses with the owners directly managing the service.</p> <p>A breakdown of fees including direct wage costs are included in the Pricing Schedule at Tender. These are checked for viability at evaluation.</p>	Low

3.4 Environmental implications

3.4.1 During the procurement process, potential suppliers will be requested to provide a copy of their environmental impact assessment and impact management measures.

3.4.2 The table below provides examples of environmental impact measures that affect home care services:

Environmental Impact	Management Measures
Carbon emissions from staff travelling to work and between service user households.	Staff recruitment centred on local residents thus reducing travel to work carbon emission footprint. Promotion or provision of bicycles for staff travel. Promotion of walking routes for rosters. Promotion of car sharing. Promotion of electric powered cars.
Hazardous Waste management	Promotion and support of service user recycling of household waste packaging. Infection control policies and procedures. Staff trained in infection control and incontinence waste storage and disposal. Use of incontinence waste removal service.
Office and equipment waste management	Use of confidential paper shredding and recycling service. Use of recycled ink cartridges for printers. Recycle electronic equipment with ethical supplier. Reduce paper usage by using electronic alternative methods for communication e.g. electronic rostering and care delivery records.

3.5 Equality implications

3.5.1 An Initial Equalities Impact Assessment is set out at Appendix 3 and will be further developed through engagement with various workshops and groups including the co-production network. Providers will be required to set out how they will meet equalities requirements through the tendering process. This includes meeting the diverse cultural and language needs within the borough and seeking to recruit sufficient male carers to meet demand.

3.6 Procurement implications

The following table sets out the options that have been considered in relation to the procurement route and strategy.

The following table sets out the options that have been considered in relation to the procurement route and strategy for the local home care services supply in Slough.

Procurement Strategic Approach	Consideration	Recommended
<p>Use of Suppliers engaged through mini-competition stage on the ASC Dynamic Purchasing System (DPS)</p>	<p>The approach allows for regular refresh of the list of contracted suppliers at any time, as and when required, via advertisement of mini-competitions.</p> <p>New suppliers to the local market are engaged through application to join the DPS at any time with the knowledge that there will be opportunity to apply at mini-competition stage for supply contracts.</p> <p>Early engagement with suppliers successful on joining the DPS allows organisations to understand</p> <p>The DPS also allows a time efficient process for specific specialist services to be procured.</p>	<p>Yes.</p> <p>Offers time efficient and flexibility for refresh of suppliers for generic and specialist services.</p> <p>Maintains sufficiency of supply and new entrant competition in the market.</p>
<p>One or Sole Supplier</p>	<p>Whilst in theory there may be opportunities for economies of scale, there are increased overheads for supporting larger services leading to increased fee levels. The local market becomes uncompetitive. The provider is unlikely to be able to compete with other providers for workforce – as other providers outcompete in terms of wage payments. There are no suppliers present in the local market who would be capable of performing the role of sole supplier.</p>	<p>No.</p> <p>High risk of supply failure and lack of sufficiency of supply.</p> <p>Removes new entrant supplier competition in the market.</p>

Procurement Strategic Approach	Consideration	Recommended
	Local authorities are moving away from this model due to the experience with supplier failures.	
One Lead Supplier with subcontractors/consortia	The home care market is highly competitive with individual providers competing for market share and for supply to other local authorities. The lead provider is unable to compete with the subcontractors for staffing and this leads to a service failure by the Lead supplier. Most often this requires further procurement to directly contract with alternative providers. Equally consortia arrangements are not sustainable due to the competing interests of the constituent parties.	No. High risk of supply failure and lack of sufficiency of supply.
Small Number of Suppliers – each with restricted geographical area of operation	The referral and service demand patterns across the borough is not conducive for geographical areas of operation. On consultation with providers they have indicated that this is an operational option which is likely to fail. Workforce retention issues and supplier failure is highly likely leading to supply failure and the need to re-procure.	No. High risk of supply failure and lack of sufficiency of supply.
Fixed Framework of larger number of providers	Experience within the borough has indicated that the number of viable providers reduces over the lifetime of the framework leading to shortage of supply. This results in the need to reopen the framework or purchase off framework. The length of time required for the procurement opportunity to be open is longer than alternative methods, lengthening the timescale for procurement and alternative supply. The opportunity for new more competitive suppliers to enter the framework is restricted and	No. High risk of supply failure over time, with decreased ability to bring new entrants into the local market and maintain competition in the market. Supplier failure leading to lack of sufficiency of supply.

Procurement Strategic Approach	Consideration	Recommended
	the likelihood of failed procurement exercise is heightened.	
Joint Procurement with other neighbouring local authorities/E Berkshire.	Neighbouring authorities have set their rates for current procurement of domiciliary care at a fixed hourly rate. Both areas have historically operated without using the DPS approach. One authority is now going to utilise a DPS approach after failure of a lead provider approach. Both areas have experienced sufficiency difficulties.	No. Further information is contained at Appendix 2 (Exempt)

Proposed Procurement Timetable

Tranche 1 contracts required for 17th July 2022

Procurement Stage	Estimated Timetable
Draft Report to DLT	2 nd February 2022
Draft Report to Finance and HB Law	11 th February 2022
Draft Report to Commissioners	13 th February 2022
Report to Corporate leadership Team	18 th February 2022
Report to LM&D	2 nd March 2022
Report to Cabinet	21 st March 2022
Scrutiny Committee	31 st March 2022
PIN Published with documentation	4 th April 2022
ITT and mini competition posted on DPS	4 th May 2022
Deadline for mini-competition	May 2022
Evaluation Complete	25 th May
Cabinet Award decision	20 th June 2022 (Date TBC)
Contract Award letters	1 st July 2022
Contract mobilisation	17 th July 2022

Tranche 2 contracts required for 2nd December 2022

Procurement Stage	Estimated Timetable
Draft Report to DLT	2 nd June 2022
Draft Report to Finance and HB Law	11 th June 2022
Draft Report to Commissioners	13 th June 2022
Report to Corporate leadership Team	18 th June 2022
Report to LM&D	2 nd July 2022
Report to Cabinet	21 st July 2022
Scrutiny Committee	31 st July 2022
PIN Published	4 th August 2022
Preparation of documentation following consultation	5 th August 2022 to 3 rd September 2022
ITT and mini-competition posted on DPS	4 th September 2022

Deadline for receipt of clarification questions	7 th September 2022
Deadline for mini-competition	14 th September 2022
Evaluation Complete	8 th October 2022
Cabinet Award decision	October 2022 (Date TBC)
Contract Award letters	15 th November 2022
Contract mobilisation	2 nd December 2022

3.7 Workforce implications

3.7.1 Not Applicable.

3.8 Property implications

3.8.1 Not Applicable.

4. Background Papers

None

Appendix 1 (Exempt) – Information about Providers (in Part II of agenda)

Appendix 2 (Exempt) – Benchmarking Information (in Part II of agenda)

Appendix 3 – Equalities Impact Assessment

Directorate: People(Adults)	
Service: Commissioning	
Name of Officer/s completing assessment: Karen Hodsden	
Date of Assessment:31/01/2022	
Name of service/function or policy being assessed: Externally Commissioned Domiciliary Care	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The provision of Domiciliary Care (DC) is a statutory requirement of the Council under the Care Act 2014. Domiciliary Care workers provide personal care (such as support with getting up, getting washed, eating and drinking), non-personal care (such as support with shopping, household cleaning and laundry) and specific healthcare activities such as end of life care. Domiciliary Care enabled individuals to continue to live independently in their own homes. This Equality Impact Assessment (EIA) will primarily assess possible effects on residents with protected characteristics. Additionally, this EIA assesses the possible effects of recommissioning of Domiciliary Care (DC) services for all users and carers who either receive support directly or indirectly. The recommissioning exercise will not see an interruption in service. There may be some changes in contracted providers, with new providers delivering services and some existing providers existing arrangements. Individuals who require a domiciliary care service will not have any disruption to services provided – although they may experience some degree of change if an existing provider is not successful in re-tendering for services or does not re-tender.</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>Domiciliary Care providers deliver services in the borough. Commissioning arrangements are managed through the Council's People Strategy and Commissioning Team. Partnership arrangements are in place with social workers and the NHS.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>There are 10 protected characteristics:</p> <p>1. Age including younger and older people</p>

	<ol style="list-style-type: none"> 2. Disability 3. Gender reassignment 4. Pregnancy and maternity - No Impact 5. Race including ethnic or national origins, colour or nationality 6. Religion or belief including lack of belief 7. Sex 8. Sexual orientation 9. Marriage/civil partnerships No Impact 10. Carers protected by association <p>Individuals in receipt of domiciliary care services may have one or more protected characteristics. It is a requirement that all providers delivering domiciliary care have appropriate equalities policies in place.</p> <p>All providers bidding for domiciliary care will be required to be registered / register with the Care Quality Commission. The Care Quality Commission standards set out that services must be able to meet specific cultural, language and spiritual/religious needs through personalisation of the care and support plan.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>Domiciliary care enables individuals to live at home independently thus supporting participation in the community and a better quality of life.</p> <p>Domiciliary care also prevents the need for more expensive and sometimes less satisfactory residential care.</p> <p>Active market shaping in Slough means there are suppliers who have experience specific to the demographic of the borough. E.g. Culture and language, complex care needs, a specialist rapid response service is also available.</p> <p>The competitive procurement process will include evaluation of the proposed operational method statements in relation to meeting the needs of Slough's culturally diverse community and related service requirements such as language needs. There are specific challenges in identifying male carers and this will be identified in the ITT documentation.</p>

5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>It will be important that any cultural requirements are addressed through the tendering process.</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>In progress. However, previous work has been taken into account.</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>In progress, forums and workshops are planned before the specification is completed. Slough's co-production network is engaged in the work.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Ensuring sufficient supply of appropriate domiciliary care which meets the assessed needs of the population will have a positive impact upon community relations.</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>Forums and workshops will identify any possible negative impacts and develop approaches for mitigating these.</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>KPIs developed in partnership with community groups will be actively managed through contract management. These include service user protected characteristic profile monitoring, and reasons for unavailability of staffing/referral declination.</p>

What course of action does this EIA suggest you take? More than one of the following may apply	✓
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

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Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date
Initial consultation	User group	KH	Changes and challenges are mutually agreed and included in the specification.	Report following the workshop	March 2022	
Market shaping	Suppliers	KH	Changes and challenges are mutually agreed and included in the specification.	Report following the workshop	March 2022	

Name: Signed:(Person completing the EIA)
Name: Signed:(Policy Lead if not same as above)
Date:

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	21 March 2022
SUBJECT:	Adult Social Care Transformation Programme Update and Procurement
PORTFOLIO:	Cllr Natasa Pantelic, Social Care and Public Health
CONTACT OFFICER:	Alan Sinclair, Executive Director for People (Adults)
WARD(S):	All
KEY DECISION:	NO
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	None

1 Summary and Recommendations

- 1.1 This report seeks to update Cabinet on the progress of the Adult Social Care (ASC) transformation programme and to seek approval to procure external support to ensure the continued delivery of phase 2 of the transformation programme.
- 1.2 This report also seeks approval to procure this external support by awarding a 12 month contract to Peopletoo Limited, via the Eastern Shires Purchasing Organisation (ESPO) Consultancy Services framework agreement, from 1 April 2022 to 31 March 2023 with a maximum value of £350,000.

Recommendations:

Cabinet is recommended to:

1. Note the good progress on the delivery of phase 2 of the ASC transformation programme.
2. Approve the procurement of external support to continue to deliver phase 2 of the ASC transformation programme.
3. Approve the award of a contract to Peopletoo Limited for 12 months from 1 April 2022 to 31 March 2023 at a maximum cost of £350,000.
4. Delegate authority to the Executive Director for People (Adults), in consultation with the Lead Member for Social Care and Public Health, to commence formal procedures to procure this support and award the contract to commence on the 1st of April 2022.

5. Receive a further report in the Summer 2022 on the progress being made on the delivery of the ASC transformation programme and the impact of the contract with Peopletoo.

Reason:

1. To understand progress on the transformation programme to date.
2. To support the ASC transformation programme phase 2. This will increase efficiency and best value for Adult Social Care and help deliver £9,121,000 in savings across 3 years (2021-2024). £4,771,000 in savings is expected to be delivered in the 2022-2023 financial year and £2,223,000 in 2023-2024.

Support is needed for phase 2 to ensure the continued delivery of improvements and savings. Undertaking the transformation activity in house without external resources would create additional pressures and significant risks to the delivery of the savings. External support is required to bring capacity and experience at a delivery and strategic level, thereby reducing risks in the implementation of phase 2 and ensuring the savings are delivered.

The initial transformation business case dated January 2021 also identified the need for transformation support costs of £950,000 over 3 years to deliver the programme, of which £330,000 has been spent to date.

Commissioner Review

“The Commissioners note the need for additional support for the ASC transformation programme to deliver the savings in full and the improvement to service provision and agree with the report recommendations.

The report sets out the contract management arrangements to oversee this programme. It is essential that these arrangements are followed.”

2 Report

Introductory paragraph

2.1 The ASC transformation programme phase 2 will deliver £9,121,000 in savings across 3 years (2021-2024), with £4,771,000 expected to be delivered in the 2022-2023 financial year. This is being delivered through a range of improvement projects across ASC operations and commissioning. This report requests approval to procure external support for phase 2 of the transformation programme to continue to deliver the transformation programme and savings.

2.2 ASC began working with Peopletoo in October 2020 to identify areas for savings. ASC then procured a seven month contract with Peopletoo to support phase 1 of the transformation programme from 1 March 2021 to 30 September 2021, followed by a six month contract to support phase 2 from 1 October 2021 to 31 March 2022. ASC now seek approval to procure a new contract with Peopletoo for 12 months from 1 April 2022 to 31 March 2023 to continue providing support.

Peopletoo Limited is a specialist consultancy providing support to organisations across local government and health. They have delivered over 100 local authority transformation programmes and have expertise in financial management, providing best value for money,

developing integrated care models, and developing a strengths-based approach to ASC that builds resilience and best outcomes for people.

Options considered

Option 1: Do not procure new external support and continue phase 2 of the Adult Social Care transformation programme in house (Not recommended)

A new contract for external support will not be procured. This will leave ASC without external support to deliver phase 2 of the transformation programme.

Undertaking the transformation in house without external resources creates additional pressures given the Directorate is still engaged with partners to coordinate a response to the next phases of Covid-19 and senior managers are focused on identification and delivery of major commissioning and the wider recovery and improvement work required across the Council. As a result of this, there would be increased risks in the implementation of the transformation programme, which could have a negative impact on ASC's ability to deliver the £9,121,000 savings and to provide best value and improved efficiency. In addition, there is a risk of losing the expertise that an external partner brings from working with local government and health organisations elsewhere.

It may be possible to recruit interim staff for the required programme and project management support, but recruitment of ASC commissioning and transformation experts is limited at present. As such, it is unlikely that ASC could recruit interim staff to provide all of the necessary support instead of consultants.

Therefore, this option is not recommended.

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

Procuring support from Peopletoo Limited will bring expertise in delivery and strategy as well as additional capacity to the transformation programme, reducing risks around delivering the necessary savings and improvements.

Peopletoo have delivered over 100 Local Authority transformation programmes and have expertise in financial management, providing best value for money, and developing a strengths-based approach to ASC that builds resilience and best outcomes for people. Peopletoo have supported the Council to deliver £1.5m savings as of February 2022 for the current financial year and developed the initial transformation programme business case. They have good working knowledge of Slough Adult Social Care and have developed links with key partners across the borough. This will result in reduced risks in the implementation of the transformation programme and support the delivery of the £9,121,000 savings, best value, and more efficient Adult Social Care.

Peopletoo were previously selected using an ESPO Framework Agreement in 2021 for seven months from March 2021 – September 2021 to support phase 1 of the transformation programme and from October 2021 to March 2022 to support phase 2. The direct award of a new contract to Peopletoo is possible using the same ESPO framework agreement as the previous contracts and will achieve the same effect as an extension. This new contract will be for twelve months from 1 April 2022 to 31 March 2023 with a maximum value of £350,000.

It is anticipated that support from Peopletoo in 2022/23 will be reduced as the transformation programme progresses during the year. This is because the expected input into the specific projects will occur during the early part of this one-year contract in preparing the projects for delivery and then the adult social care and commissioning teams

will oversee the implementation and embedding of new practice and changes. Any support required for future years of ASC transformation and savings will be developed during the year and presented to cabinet later in the year.

Procuring from the framework means the Council will only pay for time and materials agreed and actually used, therefore, the £350,000 budget is the maximum cost, but the final total paid for time and materials will be less due to the expected reduction in support over time.

This option is the recommended option.

Option 3: Procurement of support via competitive tender (Not recommended)

Following discussions with procurement, it was identified that if we were to go out to tender to procure support following cabinet approval in March 2022, then the earliest a new contract could begin would be the beginning of June 2022 if there was delegated authority for an officer to agree the award of contract, or July 2022 if Cabinet were to award the contract.

At least 8 weeks would be needed for the competitive process, including time for internal governance procedures and at least 4 weeks for tender to enable parties to bid and compete reasonably with Peopletoo Limited. This means the tender process would end in May. There is no Cabinet meeting in May, therefore it is likely that Cabinet would not be able to award a new contract until the Cabinet meeting in June 2022, with the contract starting in July 2022. If there was a delegation of authority to an officer to award the contract, then the contract could be awarded in May 2022, with the contract starting in June 2022.

This would leave a minimum of a two to three month gap in support between the end of the current contract on 31 March 2022 and the start of the new contract in June or July 2022. For the 2022-23 financial year, the transformation programme aims to deliver £2,088,000 in savings. This equates to £174,000 per month. If there was a two to three month delay in support for the transformation programme, this would put approximately £348,000 to £522,000 in savings at risk of not being delivered or being delayed.

It may be possible to extend the current contract with Peopletoo Limited for three months until the end of June 2022 to cover this gap in support. However, there is a risk that Peopletoo may choose to not extend the current contract. Additionally, Peopletoo may choose to not take part in the new tender exercise, resulting in the procurement of new consultants and a further delay in delivery of the transformation programme while the new consultants are brought up to speed on the programme and progress so far.

Therefore, this option is not recommended.

Background

The ASC transformation programme aims to increase efficiency and value for money through a range of improvement projects within ASC operations and commissioning. The programme also aims to deliver £9,121,000 in savings across 3 years (2021-2024). The business case for the savings also identified transformation support costs of £950,000 over 3 years to deliver the programme.

Peopletoo began working with Slough Borough Council in October 2020 as part of a diagnostic to identify areas of savings opportunity. ASC procured a seven-month contract with Peopletoo Limited to support the transformation programme and the programme began in March 2021. Peopletoo supported and delivered the mobilisation and implementation of financial improvement projects across ASC. In December 2021, Cabinet

approved the procurement of a further contract with Peopletoo for six months from 1 October 2021 to 31 March 2022.

Progress on the ASC Transformation Programme

Below is a breakdown of the ASC transformation programme savings (in £000s) as of February 2022.

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

Of the £2,088,000 savings target for this financial year 2021/2022, the transformation programme has delivered £1.5m to date in February 2022 and will deliver the full value of savings by year end outturn.

Summary of progress from the 14 February 2022 highlight report:

- Strengths Based Practice workstream:
 - Saved £1,346,000 to date.
 - The ratification to evidence key savings as a result of improved management of the front door contacts and improving scrutiny in the care planning process is still in progress. There is strong evidence to show the impact of the work taking place.
 - The Front Door project is live and there is high activity in bringing staff into a focussed ASC front door.
 - The Financial Charging project continues to collect additional monies; however the team are now working on more complex assessments which has slowed the speed. The new charging policy for 2022/23 is also being submitted to Cabinet in April 2022.
 - A Targeted Review Project has begun, with a focus on reviewing clients to increase capacity in the market by reviewing care packages which have not been reviewed for over 12 months.
 - The Practice Review has begun its first two workshops to define success and ensuring the work is aligned to the strategy.
 - Joint Funding Protocol completed

- Market Management workstream:
 - The tender content for the Replacement care service has been completed and will be going live in this month
 - Shared Lives has successfully been tendered and replacement care will follow in the next 8 weeks.
 - Training on negotiating with purchasing and commissioning officers has been arranged to take place in February and March 2022.
 - Negotiators and Purchasing are working to follow up on reviews with Providers and explore the cost of care.
- Targeted Interventions workstream:
 - The Provider Services project has been operationally completed, the system is being finalised with new costs which will provide full clarity on the saving, the full savings target will be delivered.
 - The replacement care provisions currently sit within market management, but people are continuing to be supported until the new commission is ready.
 - A care pathway project has begun with a new vision for how people enter ASC and the routes taken to care.
 - Work is ongoing with the reablement service to work towards the new pathway vision and make the service more effective and efficient.

Proposal for Support from 1 April 2022 onwards

The leadership and operational teams in ASC recognise the ongoing need for additional support to continue the implementation of the Adult Social Care transformation programme phase 2.

This report proposes that this support be provided by:

- External support from Peopletoo Limited, procured on a 12 month contract from 1 April 2022 to 31 March 2023,

Peopletoo will provide support for phase 2 of the transformation programme through their experience in the design and delivery of ASC transformation programmes, including vital expertise in financial management, providing best value for money, and developing a strengths-based approach to ASC. They will bring all of this knowledge, as well as additional capacity, to support the timely implementation of the ASC transformation programme and the delivery of the £9,121,000 savings.

Below is the scope of support needed for phase 2 of the transformation programme.

Area of Support Required	Scope and indicative milestone
Learning Disability residential and nursing costs	<ul style="list-style-type: none"> • Revised transformation business case completed by end of March 22 • Revised action plan completed by end of April 22. • Support to commissioning team to implement actions April – May 22
Implement Shared Lives	<ul style="list-style-type: none"> • Support availability of new shared lives carers from end of April 22 • Support ASC teams to identify people who will benefit from shared lives by end of May 22 • Monitor and recommend improvements by end of July 22 • Provide project management to support the delivery

Target Costs for Older Peoples residential	<ul style="list-style-type: none"> • Revised transformation business case completed by end of March 22 • Revised action plan completed by end of April 22. • Support to commissioning and operational teams to implement April – May 22
Change in Care Purchasing Behaviours - Cost Avoidance	<ul style="list-style-type: none"> • Support to commissioning team to extend brokerage support to Learning Disability and Mental Health purchasing by end of May 22
Alternative Provisions	<ul style="list-style-type: none"> • Support with specifications development of new accommodation with care schemes by June 22 • Work with ASC Operations to ensure reviews delivered thorough range of teams to identify people relevant for services by June 22 • Procurement support, identifying and procuring housing providers by Sept 22 • Project managing the delivery of this activity
Target costs	<ul style="list-style-type: none"> • Revised transformation business case completed by end of March 22 • Revised action plan completed by end of April 22. • Support to commissioning team to implement actions April – May 22 • Working with neighbouring authorities to review block contract arrangements by July 22 • Support to identify relevant people for reviews of out of borough placements and other contracted spend by end of June 22 • Support with review of care home contracts by end of Sept 22 • Support with negotiations with suppliers by end of Sept 22 • Commissioning capacity and support to deliver cost reductions through target costs by end of March 23
Joint Funding Protocol	<ul style="list-style-type: none"> • Support to operational and commissioning teams to embed the protocol into practice by end of June 22
Demand at the Front Door	<ul style="list-style-type: none"> • Revised transformation business case completed by end of March 22 to identify new model of delivery • Revised action plan completed by end of April 22. • Support to commissioning and operational teams to implement April – May 22
Client Contributions	<ul style="list-style-type: none"> • To continue to support the delivery of this successful project and ensure new model is embedded and income continues to increase and bad debt reduces by March 23 • Updated Financial Charging Policy to April Cabinet
Targeted Reviews	<ul style="list-style-type: none"> • Re-develop the approach to targeted reviews by April 22 • Redevelop the business case to consider the new factors such as staffing pressures and current market environment by April 22

	<ul style="list-style-type: none"> • Commissioning capacity and support to deliver cost reductions through target costs by end of Sept 22
Practice Improvements – (to support all the above)	<ul style="list-style-type: none"> • Support to ASC operations to identify areas for practice improvements to support good decision making, strength-based practice and personalisation by April 22 • Action plan in place by end of April 22 • Support the delivery of a new practice assurance framework and practice handbook completed by May 22
Reablement Improvements	<ul style="list-style-type: none"> • Support to ASC Operations to identify improvement opportunities in reablement by end of March 22 • Action plan in place by end of April • Support and monitoring impact of improvements • Support preparations for integrated service by July 22
Technology enabled care	<ul style="list-style-type: none"> • Develop business case outlining changes by June 22 • Support business decisions around implementing changes by July 22 • Support with implementation of changes Sept 22 • Monitor and support improvement by Dec 22 • Project manage
Programme support	<ul style="list-style-type: none"> • Preparation and support for board and meetings • Updates for transformation board, resolving and support with actions from Transformation Board • Supporting Stakeholders, attending stakeholder meetings • Programme coordination, risk management, plan management, Interdependency management • Finance Tracking and benefits realisation • Producing Highlight Reporting • Project team management & project planning • Project updates, risk and mitigation, and escalation • Following up on, and escalating actions with SBC project owners <p>All to be delivered throughout 22/23</p>
Social Care Reform and Integration	<ul style="list-style-type: none"> • Support as required to the Council in preparation for ASC reform and integration Including: <ul style="list-style-type: none"> ○ Cost of Care exercise by Sept 22 ○ Care Cap and Financial charging by Oct 22, including financial modelling for impact of self-funders ○ CQC Inspection by Dec 22 ○ Place Based integration arrangements by Oct 22

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 The cost of procuring a new contract with Peopletoo Limited for twelve months is estimated to cost a maximum of £350,000. The cost of this procurement will be funded from within Adult Social Care budgets.

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

3.1.3 During 2021/22 Peopletoo have supported the delivery of the transformation projects and savings in the following main areas:

Provider Services - £300,000 - Plus an additional £854,000 in 2022/23

Target Care Costs Older People - £40,000

Provision Changes - change in care purchasing behaviours and cost avoidance - £692,000

Joint Funding - £150,000

Client Charging - £799,000

Virtual Review Team - £172,000

Total £3m

The cost of procuring Peopletoo during 2021/22 has been £330,000

3.1.4 During 2022/23 Peopletoo will support the delivery of transformation projects and savings in the following main areas:

Shared Lives Service - £150,000

Provision Changes - change in care purchasing behaviours and cost avoidance - £692,000

Target Care Costs Older People - £97,000

Target Care Costs £1.4m

Joint Funding - £150,000

Diverting demand at the front door - £131,000

Client Charging - £1m

Virtual Review Team - £120,000

Total £3.74m

3.2 Legal implications

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

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

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

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

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

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

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

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

3.2.9 A new contract will achieve the same effect as an extension. The terms and conditions will be the same as the previous contract.

3.3 Risk management implications

3.3.1 As with all large transformation programmes there will be some changes to projects and savings profiles during the period of the programme and all anticipated savings may not be achieved as planned. This will be mitigated through robust monitoring, risk management and financial oversight which allows for early identification and remedial actions to be taken and alternative savings to be delivered.

3.3.2 The governance and assurance for the transformation programme is managed in several ways:

- Weekly meetings between Peopletoo and the leadership team in People (Adults) directorate to review progress against each action and agree any new actions or mitigations that need to be in place and regular review of the programme risk register. No new work or change to planned projects can be made without the permission of the Executive Director People (Adults)
- Monthly programme board chaired by the Executive Director People (Adults) attended by the People (Adults) leadership team, SBC finance and performance, Frimley NHS place based director and representatives of the Slough co-production network. For future board meetings the cabinet lead for Social Care and Public Health will also be attending
- The board meeting reviews and acts in relation to a series of trackers – covering finances, risk register and specific project and programme trackers.
- All expenditure with and invoices from Peopletoo are signed off by the Executive Director People (Adults)
- The ASC business case is reviewed and updated 6 monthly and the next version will be presented back to cabinet for sign off in the summer 2022.

3.3.3 The contract with Peopletoo will include an exit clause that will ensure that if the Council is not satisfied with the outputs, deliverables and quality of work of Peopletoo the contract will end, all work will cease with no further new work commissioned and no further payments to be made.

3.4 Environmental implications

3.4.1 There are no environmental implications.

3.5 Equality implications

3.5.1 There are no direct equality implications as a result of the decision requested.

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

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

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

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

3.6 Procurement implications

3.6.1 The Council must adhere to its Contract Procedure Rules and the Public Contracts Regulations. Consultancy 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 services.

3.6.2 The use of a reputable framework agreement is an appropriate mechanism to ensure compliance to the Public Contracts Regulations.

3.6.3 Officers are proposing the use of the Eastern Shires Purchasing Organisation's (ESPO) Consultancy Services framework agreement. ESPO is a Central Purchasing Body operated by Leicestershire County Council, Lincolnshire County Council, Cambridgeshire County Council, Norfolk County Council, Warwickshire County Council, and Peterborough City Council for the purpose of providing good value goods and services to the public sector.

3.6.4 Officers are proposing the use of the direct award procedure under the framework agreement. Provided the direct award procedure is complied with, the award is permissible. The procedure under this framework agreement allows direct award where the service provider which best meets the requirements taking consideration of the information provided within the user guide and pricing document can be identified. Under this procedure, the commercial arrangements must be those of the framework agreement; in this case, the agreement allows for award of time and materials at the predefined rates only. It is not permissible to award contracts based on milestone or other types of commercial arrangements. Should this be wished for a competition must be used.

3.6.5 Given the limitations set out at 3.6.4, officers propose a robust contract management approach, with regular management of time and delivery to ensure delivery remains on target. Whilst the arrangement does not resolve the lack of milestones within the contract, the approach provides a measure of control and gives some assurance that delivery and cost will remain on track. Officers also intend to use a “key personnel” clause to reduce risks of under-delivery from change of the team and a loss of known skills.

3.6.6 Officers have reviewed the costings of all providers on the framework agreement. Under a blended day rate, the intended provider has ranked 3rd in cost out of 32 providers. The providers in first and second place do not have particular specialisms in the areas concerned, whereas the intended supplier has specific experience of providing the necessary expertise. As such, it is permissible to directly award the contract to the intended party under the framework agreement and be in compliance with the Contract Procedure Rules and the Public Contracts Regulations.

3.6.7 Officers are unable to obtain quotes under the direct award procedure of the proposed framework agreement. The procedures of the framework agreement are clear that seeking pricing information from a service provider is not permitted; this is, in effect running a competition. Such restrictions are common across framework agreements under direct award procedures. Officers are aware this may be commercially sub-optimal.

3.7 Workforce implications

3.7.1 There are no direct workforce implications of procuring external support for the transformation programme.

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

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

3.8 Property implications

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

3.8.2 If any property implications arise as a result of the transformation programme, correct procedures will be followed. Any surplus property assets will be managed as part of the wider asset disposal programme.

4. Conclusion

To ensure the delivery of the ASC transformation programme and savings and support the council to prepare for the impending changes in social care reform (including preparation for regulatory inspection and the care cap) and integration the council will require additional capacity and capability to support these changes. It is recommended that a direct award is made to procure Peopletoo to provide this support for 2022/23. As well as delivering the specific projects in the programme Peopletoo will also be updating the ASC transformation business case and this will be presented to Cabinet for approval in the summer 2022. If any further support for reform and/or transformation is required for 23/24 a further report will be presented to cabinet later in the year.

5. Background Papers

None.

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	21st March 2022
SUBJECT:	Procurement for Health Visiting School Nursing (0-19 service)
PORTFOLIO:	Councillor Hulme – Lead Member Children’s Services Councillor Pantelic – Lead Member Social Care and Public Health
CONTACT OFFICER:	Dr Vanita Dutta Public Health Programme Manager Daniel Devitt Senior Public Health Practitioner Daniel.Devitt@Slough.gov.uk Mob: 07395258207
WARD(S):	ALL
KEY DECISION:	YES
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	Appendix A Indicative Timetable of Phases Activities and Key Decisions Appendix B Initial Equalities Impact Assessment

1 Summary and Recommendations

1.1 This report sets out the context, key issues and suggested approaches to deliver a re-procurement of the Slough Health Visiting (HV) and School Nursing (SN) 0 to 19 service offer before the expiration of the existing contract on the 30th September 2022.

Recommendations:

Cabinet is recommended to:

1. Authorise a contract extension running from October 2022 to September 2023;
2. Agree to further work being undertaken to determine the procurement methodology, including the option of an East Berkshire joint service, with joint procurement.

3. Note that a briefing to Lead members and Directors, on progress to date in June 2022, will precede a report to be presented in July 2022 requesting a decision on future procurement of the services from September 2023.

Reason:

To ensure that Slough Borough Council (the Council) is able to meet its statutory obligations to secure an appropriately procured 0 to 19 Health Visiting & School Nursing (Healthy Child Programme) Service, that addresses both statutory and local service delivery imperatives for Public Health Services and an updated National Healthy Child Programme 0 to 19 specification and delivery model.

Commissioner Review

“Commissioners support this report.”

2 Report

2.1 An effective 0 to 19 Service will assist the Council in its strategic commitments in support of children and young people’s (CYP) health. This includes contributions to priorities in the Slough Health and Wellbeing Strategy and is a key service to support the Council in its recovery and improvement journey. In particular, the service has a key role to play in supporting the Council’s plans to improve its services to children and young people with special educational needs and disabilities (SEND).

2.2 The 0-19 Service should continue to deliver on the national service framework, the Healthy Child Programme (HCP), which covers both Health Visiting and School Nursing services, and a refreshed range of mandatory services (Health Visiting Developmental checks) alongside a wide range of School Nursing service outputs. The 0 to 19 service supports the Council’s wider overarching duties in relation to promoting and safeguarding the welfare of children, taking steps to improve the health of local people and having due regard to the need to advance equality of opportunity between protected groups and other groups.

Recommended Option

2.3 The Council is recommended to agree a one year extension of the existing contract to permit detailed consideration and consultation on options arising from changes to the national service framework for 0 to 19 services, a proposed collaboration with Berkshire East Public Health system and changes in the local, regional and national health system.

2.4 To fulfil its obligations to commission public health nursing services a new contract procured in line with the Best Value Duty is required. The existing contract ends on the 30th September 2022. The proposed extension would run from 12 months from the 1st October 2022 to the 30th September 2023.

2.5 The extension of the existing contract is being requested to permit a range of modelling and development works to be delivered to ensure that the new service reflects the national service framework, enables more detailed local professional and public consultation and explores potential benefits arising from integration opportunities in Berkshire East and with the local and Regional NHS. There are a number of key issues that an extension allows the council to address in greater depth than would otherwise be possible:

1. **Revision of the national model and specification for the Healthy Child**

Programme: The existing contract reflects a service model from 2015/16 and requires significant modernisation work to reflect the revised national Healthy Child Programme that was published in 2020.

Revision of the service specification has commenced with works linked to the regional Office for Health Inequalities and Disparities work stream. At this stage of revision it is proposed that the contract extension period is used to complete redesign of the service specification. The new specification would be informed by detailed professional and public consultation and modelling of the key delivery mechanisms and staffing structures across the Health Visiting and School Nursing service elements.

The proposed contract extension - operating a hybrid of existing and modernised specification - will support migration of the 0 to 19 service offer towards a fully refreshed national model with insights drawn from consultation with professional and public stakeholders, and local, regional and national best practice approaches to 0 to 19 services. The additional time flowing from a contract extension would allow for mobilisation and stabilisation of the service offer to proceed alongside ensuring its development alongside of other council work streams focussed on early intervention, prevention and support.

2. **Discussions with the Berkshire East Public Health Hub focussing on potential collaboration across borders focussed on 0 to 19 Services:** All three Berkshire East local authorities will have to revise their local specifications and re-procure their 0 to 19 services in the near future. The existing contracts for each Berkshire East council expire as follows:

Slough Borough Council (SBC) – expires 31st Sept 2022

Bracknell Forest Council (BFC) – expires 31st March 2023

The Royal Borough of Windsor & Maidenhead (RBWM) expires 31st March 2024

Discussions with the Berkshire East Public Health Hub on options for collaboration, procurement approaches and support, and key service development lines have commenced. A number of initial potential benefits arising from a collaborative approach have been identified.

3. **Development of a revised service specification:** All three Berkshire East systems require a revised service specification and there is merit to collaborating on the specification to ensure both revision of the existing service offer, and identification of best practice at local regional and national level to inform the new specification. This should be evidence based and take account of local factors that may not be present across the wider Berkshire East area.

4. **Changes to the local NHS system arising from the NHS Bill:** The extension allows for more consideration of the significant changes and opportunities for integrated and aligned working this may bring to local NHS Service and structures.

2.6 Other options were considered, including immediately procuring a new service for the Council only, with a standalone contract, allowing for alignment with other Council work streams including future discussion of early intervention and prevention services and children's centres. However this is not recommended as it does not allow for a detailed consultation process with stakeholders, nor an evidence-based assessment of the benefits

of a joint service and joint procurement compared with proceeding on a single council basis. The suggested approach does allow for a solo approach to be adopted if after exploration a collaborative approach is not favoured, but benefits from additional capacity, time and Berkshire East level expertise. A briefing to the Leaders and Directors meeting in June 2022 will provide an update on progress and a detailed options appraisal on the longer term options will be presented in the next full report to cabinet in July 2022. See Appendix A for an indicative timeline of key phases, activities and decisions.

Background

2.7 The National Health Service Act 2006 set out local authority's statutory responsibility for commissioning public health services for children and young people aged 0-19 years. This is supported by guidance issued by Public Health England. Some of the services delivered by the current arrangement are services that are mandated, in particular the need to offer 5 mandated health visitor reviews by the age of 2.5 years. Other services contribute towards the Council's wider public health and other overarching duties. The Council commissions its existing Healthy Child Programme ("HCP") 0 to 19 service from [Solutions 4 Health](#). The five-year contract has run from October 1st 2017 and terminates on the 30th September 2022. It is recommended that this service is re-commissioned for a further 12 months to allow more time to consider the longer term commissioning approach for these key services.

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 The recommended contract extension will require funding of the existing provision for one year at the current contracted level. The funding for the extension will cross two financial years (2022/23 and 2023/24)

3.1.2 Current funding for the 0 to 19 offer - and linked Enuresis service (co-commissioned with NHS support) is set out below

- 0-19 service: £2,749,000 Per annum
- Enuresis service: £34,000 PA (50% of costs contributed by the local NHS commissioners)

3.1.3 The contract extension will cost £2,783,000, plus an uplift of £86,000 to take account of the impact of the Agenda for Change pay deal agreed with NHS and non NHS providers of health services.

3.1.4 Officers have been able to achieve a cost containment within the current budget with the current provider in spite of inflationary pressures. The existing provider is not able to deliver the service at a lower cost due to the impact of inflationary pay increases. At this time there are no immediately available evidence based options available to the Council to reduce the contract price without reducing the current level or stability of service delivery, or retain the current cost with an expanded and more impactful service reach, but this is a key area of consideration in the proposed "hybrid specification" and overall modelling exercise and options appraisal that the contract extension would allow.

3.1.5 The next cabinet report will set out a detailed analysis of the cost/benefits of each option.

3.2 Legal implications

3.2.1 Section 2B of the National Health Service Act 2006 (2006 Act) (the “**2012 Act**”) requires each local authority to take such steps as it considers appropriate for improving the health of the people in its area.

3.2.2 Schedule 1 of the 2006 Act sets out further provisions about services. Paragraph 1 requires a local authority to provide for the medical inspection at appropriate intervals of pupils in attendance at schools maintained by the local authority and for the medical treatment of such pupils. Paragraph 2 provides a power for a local authority to provide for medical inspection or treatment of pupils attending other educational establishments which are maintained by the local authority and for children who are educated otherwise than at a school. Paragraph 7A provides a power for a local authority to provide for the weighing and measuring of junior pupils in attendance at any school or early years provider. Regulations made under the 2006 Act require local authorities, as far as reasonably practicable, to provide for the weighing and measuring of any relevant children (being children in school years where majority of children are 4 or 5 years old and where majority of children are 10 or 11 years old). This provision only applied to registered children in a maintained or academy school or certain prescribed colleges within the local authority’s area.

3.2.3 Regulations made under the 2006 Act also mandate services in relation to health visitor reviews. These specify that under section 2B of the 2006 Act, each local authority must, so far as reasonably practicable, provide or make arrangements to secure the provision of a universal health visitor review to be offered to or in respect of eligible persons. Eligible persons are women who are more than 28 weeks pregnant, a child aged up to 2 weeks old, a child aged between 6-8 weeks old, a child aged between 9 and 15 months and a child aged between 24 and 30 months. A universal health visitor review means an assessment of the health and development of the person and a review of their health and development as set out in the Healthy Child Programme.

3.2.4 Guidance published by Public Health England – Best start in life and beyond – sets out guidance for local authorities in relation to the commissioning of the healthy child programme 0-19. This refers to the wider, overarching duties of local authorities which good commissioning of 0-19 services can contribute to. This includes the following duties:

- Eradication of child poverty – The Life Chances Act 2010 – the specific duties for local authorities set out in the originally worded Child Poverty Act 2010 have now been repealed, however there remain target duties for the Secretary of State.
- Health and wellbeing strategy – under the Local Government and Public Involvement in Health Act 2007, local authorities, in conjunction with statutory partners, have duties to assess relevant needs and to prepare a joint health and wellbeing strategy. This includes considering the extent to which needs can be met by way of making arrangements under s.75 of the National Health Service Act 2006.
- Safeguarding and promoting welfare of children – the Children Act 2004, s.11 sets out a duty for statutory partners to make arrangements for ensuring that their functions are discharged having regard to the need to safeguard and promote the welfare of children.
- Educational provision – under the Education Act 1996, local authorities have a duty to contribute towards the spiritual, moral, mental and physical development of the community by securing that efficient primary and secondary education is available

to meet the needs of the local population and a duty to promote high standards and fulfilment of potential.

- Children with SEND – under the Children and Families Act 2014, local authorities have duties to support participation in decision-making, early identification of children with SEND, greater choice and control over support, collaboration between agencies and a focus on inclusive practice and removing barriers to learning.
- Looked after children – the Children Act 1989 contains a specific duty to safeguard and promote the welfare of looked after children and to make services available for children cared for by their own parents as appears reasonable.

3.2.5 All procurement requires compliance with the Council’s contract procedure rules and procurement at this level of spend (where the proposed total spend is above the relevant UK procurement threshold) needs to comply with the Public Contracts Regulations 2015 in full.

3.3 Risk management implications

3.3.1 There are a number of risks associated with the contract extension set out below with RAG rating and suggested RAG status with mitigation using the NHS Risk rating schedule . These risks have been entered onto the Public Health Team risk register and will be entered onto the Directorate Risk Register once finalised.

Risk	Impact	Likelihood	Severity	Mitigation/RAG Rating
Lack of time to complete formal procurement within the required timescales, impact on Provider workforce retention	Severe	Unlikely	HIGH	<ul style="list-style-type: none"> • The contract extension significantly expands the amount of time available to deliver a procurement and new service mobilisation from six months (March to Sept 2022) to 18 months (March to September 2023) • SBC Public Health and the Berkshire East Public Health Hub have experience, expertise, capacity and adequate time to deliver the works for the contract extension and re-procurement exercise • A robust programme plan is being assembled to mitigate risks • Provider engagement communications will stress the need to ensure retention and staff wellbeing are prioritised throughout any transition that may occur.

<p>Lack of Appropriate Provider identified following on from Procurement</p>	<p>Severe</p>	<p>Possible</p>	<p>HIGH</p>	<ul style="list-style-type: none"> • Market and System engagement exercises • Socialisation of upcoming approach to market • Office of the Journal of the European Union and HM Government Procurement resources • Direct invitations to sector providers at local and regional level
<p>Lack of appropriate budget and resources to address the mandatory and advisory elements of the Healthy Child Programme 0 to 19</p>	<p>Severe</p>	<p>Possible</p>	<p>HIGH</p>	<ul style="list-style-type: none"> • The proposed modelling and resulting Cabinet Paper will highlight the imperative to secure appropriate funding for the 0 to 19 service offer • An East Berkshire Health Needs Assessment is currently being completed by the Public Health Hub with local area teams including SBC PH and will underline the necessity to support the case for investment in the service • The current service model and resources available have elements where modernisation to newer models of provision can deliver enhanced outcomes and the extended timescale for the re-procurement allows for a richer analysis of system delivery efficiencies in Berkshire East and local engagement to drive a nuanced local delivery alongside generic service offers
<p>Lack of preparedness of supplier from 1st September 2023</p>	<p>Severe</p>	<p>Unlikely</p>	<p>HIGH</p>	<ul style="list-style-type: none"> • Preliminary socialisation and market testing/ engagement followed by robust approach to market when the procurement approach is agreed • Extended current contract duration supports more detailed

				<p>provider and system preparedness</p> <ul style="list-style-type: none"> • Three month mobilisation period to enable any required migration of caseloads, TUPE processes etc.
<p>Risks arising from system working, local drives to realise efficiencies, different starting points in resourcing delivery, systemic differences across Berkshire East</p>	Severe	Possible	HIGH	<ul style="list-style-type: none"> • There is an awareness across the Berkshire East Public Health system of the risks and challenges to collaborative ventures and a commitment to ensure local nuance in commissioning, procurement and delivery reflect local needs with ongoing works to ensure cross border collaboration does not adversely impact on local services • Ongoing works – with additional capacity from the Public Health Hub – will improve the capacity and capability to support the programme of works and assist in the delivery of a more comprehensive engagement and consultation process and address issues arising from the re-procurement • Reports at key junctures – July and September 2022 will provide opportunities to reframe the approach to the collaborative or solo procurement of the new service model. Both options are achievable within the timeframe suggested.
<p>Risks arising from the NHS Bill to health and care services and systems arising during the lifespan of the procurement</p>	Severe	Possible	HIGH	<ul style="list-style-type: none"> • The re-procurement will constantly monitor the regulatory and legislative environment and address issues as they arise to ensure the re-procurement evolves in line with the NHS Bill

				<p>and other system frameworks etc.</p> <ul style="list-style-type: none"> The service model and specification at its heart will require provider(s) to respond and adapt to system changes arising from national, regional and local drivers including legislation, Needs Assessment, Service user insight – including inbuilt service iteration plans - learning from best practice evidence assessment, and ongoing system consultation.
<p>Non Agreement of the proposal around Berkshire collaboration in any or all boroughs</p>	<p>Severe</p>	<p>Possible</p>	<p>HIGH</p>	<ul style="list-style-type: none"> The re-procurement will continue to engage with local system leadership and through socialisation of opportunity and ongoing consultation processes with local democratic and system leadership seek to convince each local system of the merits that arise from a collaborative approach If the collaboration is not supported in one or more local councils the Berkshire East Public Health Hub will work with local commissioners to support a common starting point for the approach to modernising each 0 to 19 service offers in response to the national programme requirements Local public health commissioning capacity would require additional specialist input to make up for the loss of cross border collaboration if this did not proceed A solo procurement – if a contract extension was approved – would be deliverable by April

				2023 if the Berkshire East collaboration did not proceed and a solo procurement was authorised by Cabinet in September 2022
The re-procurement does not address the specific demographic and population health issues of Slough Borough Council residents and reflect their concerns, priorities and needs	Severe	Unlikely	HIGH	<ul style="list-style-type: none"> Local demographic factors will be a starting point for the collaborative approach and will be the core of the se The Council's Public Health Team is leading on the development of the proposed modernisation and is seeking to ensure that alongside core offers across each local area that individual demography, health needs assessments and population health factors drive a nuanced, modular approach to the development of the service The service will be developed from first principles to ensure that the specific needs of each local area are addressed and that each councils unique needs are amply reflected in local service delivery, alongside elements where a common approach is both proportionate and effective (Recruitment and retention, in service development and skill mix approaches, portability of accreditation and continuing professional development required by HCP delivery being immediate first steps for aligned working)

Table 4 Risk Assessment and mitigations

3.4 Environmental implications

3.4.1 There are opportunities in the updated specification to place emphasis on environmentally sustainable work practices, including reduction in paper records and minimising travel by allowing professionals to work in an agile way. A key element of service user insight and co-production will focus on identification of possible additional supports within the service that could promote active travel and have a positive impact on emissions.

3.5 Equality implications

3.5.1 The Council has a duty contained in section 149 of the Equality Act to have due regard to the need to: a) eliminate discrimination, harassment, victimisation and other conduct that is prohibited by or under this Act; b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

3.5.3 There are significant opportunities to advance equality of opportunity and to reduce health inequalities from a re-procurement of the 0-19 service. The service delivers key outcomes that support children and young people in general, parents and carers with additional needs, and children and young people with SEND and other specific needs. Tailored support is provided to certain communities, including but not limited to Black, Asian, Eastern European, Roma and Traveller communities, as well as looked after children, teenage and young parents and parents who are sole carers.

3.5.2 An initial Equality Impact Assessment (EIA) has been completed - See Appendix B - and will be updated during the lifetime of this project.

3.6 Procurement implications

3.6.1 Subject to the approval of Cabinet a contract extension for one year would be issued as a contract variation to the existing provider with a duration from 1st October 2022 to 30th September 2023.

3.6.2 The methodology for the longer term commissioning will be set out in the next cabinet report, but given the size and scale of the contract, a full Open Procurement procedure is required to ensure compliance with the [Public Sector Procurement 2015](#) regulations. This will permit a robust scalable Best Value procurement approach in keeping with best practice, responsive to market conditions and enable delivery within the timeline indicated above and ensure the opportunity is aligned to Find a Tender Service requirements with regard to thresholds, processes and timescales.

3.7 Workforce implications

3.7.1 There are no workforce implications arising from the decision to extend the current contract.

3.8 Property implications

3.8.1 None known at this time.

4. Background Papers

None.

Appendix A Indicative Timetable of Phases Activities and Key Decisions

Time Frame	Key Phases/ Milestone	Key Decisions/Reports/Actions
March 2022	Cabinet Decision	KEY DECISION: Submission of proposal to Cabinet requesting contract extension and permission to explore Berkshire East collaboration
	Contract Extension actions following an Agreement for the proposed extension	Generation of contract extension and notice of upcoming procurement to existing provider Ongoing briefings with Cabinet portfolio leads and other system leadership
March 2022 to June 2022	Initial Design and Engagement	<ul style="list-style-type: none"> • Preparation of the Procurement, • Revision of the specification to National Standards (both Hybrid model and initial work for full revision to inform new procurement) • Identification of the Budget, • Legal and HR issues • Identification of contracting and Procurement approach • System and stakeholder engagement commencement • Design of Governance and assurance processes • Design of initial outcome metrics and KPIS • Hybrid specification model design for the contract extension year • Consultation Design and Launch – ongoing from March onwards – with stakeholder design and engagement workshops – including system professional and public involvement • Briefing to Lead Members and Directors on progress to date
July 2022	Update report to Cabinet	KEY DECISION/Report: Submission of update report and proposal to Cabinet requesting permission to proceed with re-procurement of new service model on solo or collaborative basis and update on solo and collaborative works
June 2022 to December 2022	Consultation, Design and refinement	<ul style="list-style-type: none"> • Ongoing Consultation – public and professional stakeholders building on initial works March to June • Stakeholder identification and testing of approaches and public consultation with key stakeholders and representative groups • Focus groups and youth engagement and involvement mechanisms works
September 2022	Cabinet Decision on proposed model and options for the procurement	KEY DECISION: Submission of proposed option arising from re-design, consultation and modelling process to Cabinet and decision on solo and collaborative works

October 2022	Contract Extension with existing provider begins	1 year contract extension Hybrid model of existing and revised national model specification
December 2022	Procurement of the new service model	<ul style="list-style-type: none"> • Launch of the Procurement • Clarifications and queries • Invitations to Tender • Receipt of bids Scoring of the Bids • Provider Presentations • Ongoing briefings with Cabinet portfolio leads and other system leadership
March/April 2023	Cabinet Decision on Award of contract following from Procurement	<ul style="list-style-type: none"> • Award of contract • Notifications • Standstill • “Alcatel Pause”/Challenges • Sealing of contract • Summary report to Cabinet outlining the re-procurement process, selected provider and ongoing governance, assurance and reporting processes • Ongoing briefings with Cabinet portfolio leads and other system leadership
April to September 2023	Mobilisation of selected provider for the 0 to 19 Service	<ul style="list-style-type: none"> • Embedding of fully revised specification • Agreement and embedding of staffing models • Public and professional system briefings
October 1st	Go Live of new 0 to 19 Service Specification and Service Offer	<ul style="list-style-type: none"> • Mobilisation of the new service model and go live of new service • Ongoing briefings with Cabinet portfolio leads and other system leadership

Appendix B Equality Impact Assessment

Directorate: Adults and Communities	
Service: Public Health	
Name of Officer/s completing assessment: Daniel Devitt	
Date of Assessment: 15 January 2022 and onwards to 18 February 2022	
Name of service/function or policy being assessed: Re-procurement of the 0 to 19 Health Visiting and School Nursing Services (Healthy Child Programme) Service	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The Healthy Child Programme is a universal programme available to all children and aims to ensure that every child gets the good start they need to lay the foundations of a healthy life. The foundations for virtually every aspect of human development including physical, intellectual and emotional, are established in early childhood. In 2009, the Department of Health set out an evidence-based programme of best practice, The Healthy Child Programme (HCP 2021), with the ambition of making everywhere as good as the best by developing improvements in health and wellbeing for children and young people. Sustaining this across the life course for school-aged children and young people is important to improve outcomes and reduce inequalities through universal provision and personalised response for supporting physical and mental health and wellbeing. Universal and targeted public health services provided by health visiting and school nursing teams are crucial to improving the health and wellbeing of all children and young people.</p> <p>Key service elements have been developed since the original Health Child Programme Model in 2009 and over time the service model has been refined. In 2015 Local authorities became the commissioners of HCP related services as the health and Social Care Act 2012. The existing providers contract has at its heart a specification that was generated across 2015 and 2016 and is coming to its natural end on the 30th September 2022 after five years. Alongside this there have been two significant developments in both the wider NHS and a national Modernisation programme.</p> <p>1 The National HCP Modernisation programme: The delivery of HCP services has undergone major changes with a national Healthy Child Programme modernisation programme under way since 2018.</p> <p>2 Health Service reforms currently underway herald major changes in the local NHS and greater opportunities for wide scale collaboration in the new Integrated Care System and Partnerships that will come into place from April 2022.</p> <p>Modernising the Healthy Child Programme is intended to enable effective, focused services where additional needs are identified along with use of the latest evidence on effective practice and helping to bring local authorities, the NHS and partners together to achieve priority outcomes for children and families:</p>

	<p>It is proposed that a re- procurement for the service (with support from the Berkshire East system) is approved by the Cabinet to enable exploration of a collaborative response to the HCP offers of Slough and its neighbouring boroughs, the Royal Borough of Windsor and Maidenhead and Bracknell Forest. The aim of the collaborative re-procurement is two fold</p> <ul style="list-style-type: none"> • To support modernisation of local HCP offers across Berkshire East in line with national models in a way that supports evolutions in integrated working practices across health education and social care systems • To ensure each borough can benefit from efficiencies of scale without compromising the different requirements arising from the very different demographics and service imperative arising from each area. <p>In summary the HCP an early intervention and prevention orientated programme, tackling health inequalities faced by children and young people from birth through the school years to the age of 19, consolidating the good practice programmes and interventions for this age range. It is an evidence-based programme outlining a universal service to promote optimal health and well-being for children and young people.</p>							
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>Slough's Healthy Child Programme is commissioned by the Public Health Department with support from the commissioning team in the Adults and Communities Directorate. It is currently being delivered by Solutions 4 Health.</p>							
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>The service modernisation programme and re-procurement will have the impacts as set out in the table below</p> <table border="1" data-bbox="282 995 2047 1347"> <thead> <tr> <th data-bbox="282 995 524 1161">Characteristic</th> <th data-bbox="524 995 730 1161">Positive , Negative, Neutral or Unknown Impact</th> <th data-bbox="730 995 2047 1161">Rationale for Assessment</th> </tr> </thead> <tbody> <tr> <td data-bbox="282 1161 524 1347">Age</td> <td data-bbox="524 1161 730 1347">Positive</td> <td data-bbox="730 1161 2047 1347">Health Visitors will continue to provide a universal offer to families with children aged 0-5 years who live in Slough. The School nurse service will continue to offer a service to children and young people aged 5-19) who attend mainstream schools in Slough. Both groups, their parents and carers, will benefit from the modernised service model which enhances early intervention and support to deliver prevention of ill health</td> </tr> </tbody> </table>		Characteristic	Positive , Negative, Neutral or Unknown Impact	Rationale for Assessment	Age	Positive	Health Visitors will continue to provide a universal offer to families with children aged 0-5 years who live in Slough. The School nurse service will continue to offer a service to children and young people aged 5-19) who attend mainstream schools in Slough. Both groups, their parents and carers, will benefit from the modernised service model which enhances early intervention and support to deliver prevention of ill health
Characteristic	Positive , Negative, Neutral or Unknown Impact	Rationale for Assessment						
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Disability	Positive	The revised HCP is considerably more inclusive - specifically in works in support of CYP with SEND and Neurodivergent needs across the life course from birth to transition to adults. The local development plan will explicitly factor in works to improve and augment SEND provision in response to the ongoing works on the Written Statement of Action following on from the SEND inspection in November 2021.
Gender Reassignment:	Positive	Though gender reassignment is largely an area for adults service provision, the revised HCP is much more inclusive and embracing of diversity and better equipped to meet the needs of CYP with emerging gender identity issues, and related support needs. A focus on enhanced mental health and wellbeing alongside additional welcome focus on diversity and inclusion across the related relationship and Sexual Education agenda in school and college aged children will provide additional support to CYP with gender identity support needs.
Marriage and Civil Partnership:	Positive/ Neutral	The revised programme is explicit on refreshing the awareness of diversity and the different models of relationships and structures supporting couples with children or young people, alongside key roles in support of the mandatory provision of Relationships and Sexual Education where diversity of sexualities, relationships and family composition is addressed.
Pregnancy and maternity:	Positive/ Neutral	The HCP is by design inclusive and supportive of pregnancy and maternity and specifically supportive of the health needs and supports in the peri-natal phase including but not limited to health and care inputs to support parental mental health, infant feeding, child development and positive parenting, early intervention and support and accessibility of support for parents and carers from birth to transition to adults.
Race:	Positive	The HCP is by design inclusive and supportive of different ethnicities and cultural groups. Explicit focus in local delivery on meeting the needs of CYP, parents and carers from minoritised communities (including but not limited to Black, Asian, Eastern European and Gypsy Roma and other Traveller communities) is a core element of the offer.
Religion and Belief:	Positive	The HCP is by design inclusive and supportive of different cultural groups and offers a culturally sensitive model of health care and support in an inclusive and culturally sensitive matter. This is a particular feature of early years (0 to 5) and school aged developmental and health care delivery in support of the RSE curriculum alongside works with parents and carers with diverse faith backgrounds and practices.
Sexual orientation:	Positive	The HCP is by design inclusive and supportive of different sexualities and in its early parent support offer embracing of different family compositions and in school aged children supportive of emerging sexual identities in CYP. As above there is a key role from HCP practitioners in delivery of inclusive practices with regards to the mandatory provision of Relationships and Sexual Education where diversity of sexuality, relationships and family composition is addressed.

	<p>Other: CYP/Parents and carers Neurodivergent needs, Mental Health needs and Children Looked After/Care leavers</p>	Positive	<p>The service will be positive for three different additional groups:</p> <p>Neurodiverse Parents, Carers and CYP through a strong focus on raising awareness of neurodiversity and approaches to early identification and support alongside diagnostic pathways and education and social care support</p> <p>Parents, Carers and CYP with specific Mental Health and Wellbeing needs from early years to transition into adult services with the new approach to holistic service development and collaborative working relationships with Mental Health services including school based Mental Health Support Teams and other offers.</p> <p>Children Looked After/Care leavers will receive additional support alongside existing provision through the modernised HCP and local works to ensure the 0 to 19 service offer is fully meeting requirements for support arising from the Children and Social work Act 2017s requirement for additional support to be in place till the age of 25. An earlier and more developed approach to in borough and out of borough support and preparation for transition of health and care needs will be an additional supportive input.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>See above</p>		
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>None.</p>		
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>There is a wide range of evidence in support of the national modernised Healthy Child Programme that show the clear positive impacts and outcomes for the works it delivers. A concise bibliography of some of the main sources of evidence in support of the initial and revised programme is presented below including What Works to enhance the effectiveness of the Healthy Child Programme – an evidence update EIF 2018</p>		

[Saving Babies Lives Care Bundle NHS England 2017](#)

[Better Births Four Years on – a review of progress NHSE 2020](#)

[1001 Critical Days The Importance of the conceptions to Age Two Period \(WAVE TRUST 2014\)](#)

[Rapid Review to Update Evidence for the Healthy Child Programme 0–5 DHSC 2015](#)

[Future in Mind DHSC 2015](#)

[No Child Left Behind UKHSA 2020](#)

[SEND Code of practice: 0 to 25 years, Department of Education and Department of Health and Social Care, 2014](#)

Programme specific evidence resources include:

[Cover of vaccination evaluated rapidly \(COVER\) programme \(DHSC 2018\)](#)

[Public Health England Child and maternal health profiles \(PHE/OHID 2021\)](#)

[Public Health England National Child Measurement Programme \(NHSE 2022\)](#)

[Single Data List, Department for Communities and Local Government, 2021](#)

A draft Health Needs assessment developed by the Berkshire East Public Health Hub as a product of the area Joint Strategic Needs assessment has also informed progress to date on the approach to re-procuring the service and the model that has been recommended to the Slough Borough Council Cabinet. Both of these area waiting final proofing and publication from March 2022 and will be added to an updated version of this EIA.

Local performance against the [Public Health Outcomes framework](#) has and will continue to inform the initial approach to re-procurement and works that will follow on from it. Key insights from this are summarised below.

- [Injuries and ill health](#) mostly significantly worse - Mostly at level of slightly lower levels of reported injuries/diagnoses (may be an operational issue
- [Behavioural Risk Factors](#) **mostly significantly worse**: Apart from lower alcohol admissions for under 18s significantly worse than national averages and much lower adult activity levels
- [Child Health](#) **variable**: Good breast feeding initiation and relatively low levels of maternal smoking - but significantly worse obesity
- [Inequalities](#) **mostly significantly worse**: Significantly worse than the national average – based on indices of multiple

	<p>deprivation</p> <ul style="list-style-type: none"> • <u>Wider Determinants</u> mostly significantly worse: Mixed picture with significant challenges on domestic /sexual violence and employment • <u>Health Protection</u> mostly significantly worse: Significantly high TB levels – much lower STI reported levels very low execs winter deaths
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>A full scale consultation exercise is planned to follow Cabinet agreement. This will be focussed largely on the How rather than what is delivered given the national programme and substantial level of mandated service offers within the HCP. Consultation will follow on from March and be an ongoing element of the revised service model.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Yes. The revised model and approach to service improvement and delivery will be tested with the community and professional stakeholders. It is hoped that the changes will be well received as they will directly impact on service improvement works for the works across the key age ranges for the HCP (i.e. Parents and Carers, CYP from 0 to 19) including those with protected characteristics as identified above.</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>A programme delivery Task and Finish group reporting to Cabinet portfolio leads and the executive Directors for both Public Health and Children's services will provide continual assurance of progress, issues arising and mitigations to follow</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>There will be a wider range of indicators in both the procurement/contractual development framework, service iteration, co-production and</p>

	improvement mechanisms and eventual service design to ensure the re-procurement approach develops in the required way and the eventual service go live and onward operation is responsive to feedback and able to capture impact on Slough Borough Council residents and wider system partners in the NHS and community.
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What course of action does this EIA suggest you take? More than one of the following may apply	✓
Outcome 1: No major change required. The EIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken	✓
Outcome 2: Adjust the policy to remove barriers identified by the EIA or better promote equality. Are you satisfied that the proposed adjustments will remove the barriers identified? (Complete action plan).	
Outcome 3: Continue the policy despite potential for adverse impact or missed opportunities to promote equality identified. You will need to ensure that the EIA clearly sets out the justifications for continuing with it. You should consider whether there are sufficient plans to reduce the negative impact and/or plans to monitor the actual impact (see questions below). (Complete action plan).	
Outcome 4: Stop and rethink the policy when the EIA shows actual or potential unlawful discrimination. (Complete action plan).	

Action Plan and Timetable for Implementation

At this stage a timetabled Action Plan should be developed to address any concerns/issues related to equality in the existing or proposed policy/service or function. This plan will need to be integrated into the appropriate Service/Business Plan.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

Name: Signed:Daniel Devitt.....(Person completing the EIA)
Name: Signed:(Policy Lead if not same as above)
Date:

SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	21st March 2022
SUBJECT:	Adult Social Care – Closure of directly provided services update
PORTFOLIO:	Cllr Natasa Pantelic, Social Care and Public Health
CONTACT OFFICER:	Marc Gadsby
WARD(S):	All
KEY DECISION:	No
EXEMPT:	No
DECISION SUBJECT TO CALL IN:	No
APPENDICES:	None

1. Summary and Recommendations

- 1.1 On the 20th of September 2021 Cabinet moved to close the remaining Adult Social Care directly provided services consisting of Lavender Court, a small care home, Respond, a short breaks unit and Priors, Phoenix and The Pines, all Day Centres. Cabinet requested that an update regarding the progress of closure be brought back for information.

Recommendations:

Cabinet is requested to note the update report and that the affected services are now closed.

Reason: Provider Services closures

Commissioners Review:

Commissioners have reviewed this report.

2. Report**2.1 Introductory paragraph**

On the 20th September 2021, Cabinet agreed the proposal to close the remaining Adult Social Care Provider Services. This included three day services, Lavender Court, a small residential home for people with Learning Disability and Respond, a building based replacement care service.

It was agreed that everyone using the services would have a reassessment of need and that they would be supported to access alternative provisions to meet their needs.

- 2.2 It was noted that this action would save Slough Borough Council in excess of £1m, whilst supporting the Council's strategy to build on individual strengths, promote choice and independence and offer more personalised and flexible support.

3. Options considered

This report is for information only.

4. Background

Following agreement to close Provider Services, a programme based on 3 workstreams was developed:

- Re-assessment of client need and identification of alternative provision
- Staff consultation regarding the proposed closure of internal Provider Services
- Service de-registration and premises hand back

4.1 Re-assessment of client need and identification of alternative provision

A working group was established to manage the re-assessment and care planning process for all people registered to use Provider Services.

4.2 Lavender Court Residents

Initial work focused on the seven residents of Lavender Court. Social Work and Functional Occupational Therapy assessments were completed during October and November. These documents informed the process of identifying a number of potential solutions to meet the individual care and support needs.

Placements were discussed carefully within the working group and family members were engaged in the process. New care plans and services were approved at funding panels at the beginning of December and transition planning commenced.

Two residents moved to their new homes on the 7th and 9th of December 2021, the final person was due to leave Lavender Court on the 16th of December.

Unfortunately, on the 13th of December 2021 a Covid outbreak occurred in the Lavender Court delaying the move dates for the remaining five residents. All residents were however supported to move safely by the 30th of December.

3 of the residents moved to Supported Living placements which provided them with tenancies and greater choice and control. 4 moved into alternative residential provision. All people bar one, continue to live in Slough. The exception is as a result of one person moving out of the area to be closer to family. All providers we worked with have a 'Good' CQC rating.

4.3 Day Care and building based replacement care

All assessments were allocated by early December. Three people chose not to engage at this time and asked that we revisit them in the New Year owing to change

in family circumstances. All the remaining assessments were finalised by 24th December.

43 people have alternative services in place as a result of this work. The remaining people either already had something else in place, no longer wanted traditional day care or no longer require support from Slough Borough Council.

4.4 **Respite**

An interim building-based replacement service has been in place for some time. A Procurement exercise to source a Slough based alternative went live in February 2022. This exercise does not require a separate Cabinet decision.

The Learning Disability Services is engaging with individuals and families to plan short break requirements. Early 2022 dates honoured for existing users.

All service users are subject to 6-week formal review within their new services to ensure their needs continue to be met effectively.

4.5 **Staff Consultation**

The staff consultation commenced on the 12th October 2021 and closed on 8th December 2021. All staff were offered a one-to-one session with managers and provided with opportunity to meaningfully discuss options and gather any alternative proposals to avoid the proposed redundancies. In addition, staff were sent regular FAQ's to ensure they were kept up-to-date. Vacant SBC jobs were published and available for people to apply for.

The council worked with DWP, Job Centre Plus and the National Careers service to organise a redundancy and benefits meeting for all staff on 11 November 2021. The council reached out to its partnership with Frimley and NHS colleagues where all providers sent through in total 22 external job vacancies across a wide range of providers which included care homes, care providers and NHS organisations. In addition, the council organised two job fairs on 15 and 17 November 2021 for providers to share information about opportunities in their organisations and for staff to discuss external vacancies. Furthermore, we provided a consultation hub facility at the Pines Day centre for staff who did not have access at home to use IT equipment to enquire about vacancies or required support in addition to the DWP support on CV writing and to read or look up information.

A response to the consultation feedback was shared on the 10th December 2021 confirming that the responses received during the formal consultation period had not resulted in any significant changes to the implementation of the closures. Redundancy meetings concluded on 13th December and the last day of service for all employees who were made redundant was 31 December 2021. 11 staff applied for alternative roles within the Council and 6 were successful in this process, 37 staff were made redundant.

4.6 **Service de-registration and premises hand back**

Notice was given of de-registration of the regulated premises and for the registered manager on 1st December 2021.

Conversations regarding the handing over of the buildings to Building Management began 7th December. All stakeholders have been informed that ASC no longer require the buildings beyond 31st December.

The premises will now be considered as part of the asset disposal process.

4.7 **Lessons Learnt**

In February we shared lessons learned with People Scrutiny, which the Council is looking to consider when reviewing processes for future decisions. Key themes were,

- Early engagement with Legal, H.R and Communications is essential
- Change can lead to better outcomes for service users, however communicating this to service users and families during the process can be challenging
- Challenge and anxiety is inevitable with any large scale change programme
- Time taken to ensure a transparent audit trail is time saved later
- Implementing a difficult decision, in difficult services, has strengthened our team
- Consult early and ensure there are multiple opportunities for interested parties to be engaged meaningfully
- Pre-decision scrutiny provided a good opportunity for public debate and challenge by elected members
- Ensure clear and concise communications with Trade Unions

4.8 **Feedback from Service User Reviews**

6 weeks following commencement of a new service, our Social Work teams undertake a review to ensure individual needs are being met.

- There were a total of 63 people who have accessed different services as a result of the closure of this group of these services
- As at 28th February 42 reviews had been completed
- In total 11 people did not require a review. Reasons included provision fully funded by health and no alternative service now required
- 10 reviews to be completed in March 2022 following families requesting delays in service start dates

At review, service users, families and carers were asked how they felt about the new support in place and if needs are being met. Generally, people were happy with the services provided and are settling in well. Some people have asked about the feasibility of increasing the number of days available, others about extending the range of community based activities available and 2 families are interested in focusing more on learning opportunities. Our teams will continue to work with Providers to shape solutions that meet the needs of service users in the way they prefer.

Two families chose to support their loved ones within their own networks rather than explore an alternative building based service.

Permission has been granted for an application to judicially review the decision to close Priors Day Centre and the assessment process. In summary, the concerns include the lack of receipt of a hard copy survey and that relevant information was not taken into account (particularly around consultation), plus the assessment of needs

process. As this is an ongoing legal case, no further information can be provided in a public report.

5. Implications of the Recommendation

5.1 Financial implications

The timely closure of the in-house provider facilitates, identification of alternatives to in-house provider services and redirecting budget to deliver personalised, strengths-based support packages, reduces the risk associated with the achievement of the target expenditure savings of £1.15m over two financial years. (£300k in 2021/22 and £845k in 22/23)

The Adult Social Care transformation programme will be monitoring and reporting on a monthly basis, the delivery of the savings target.

The target expenditure savings is profiled between the service provisions as detailed below.

Service	Estimated Savings
LD Residential Care & Respite Care	£101k
LD Day Opportunities	£715k
OP Day Opportunities	£337k
Total	£1,153

In order to deliver the savings it was necessary to finalise closure and redundancy activity by the 31st December 2021.

This was achieved and savings were delivered within the 21/22 financial year, as agreed.

The total severance pay for the employees made redundant was £204k.

5.2 Legal implications

The Council has a statutory duty to meet eligible needs assessed under the Care Act 2014. Where a person has identified eligible care needs in relation to accessing facilities and services in the local area or support with accommodation needs and developing and maintaining personal relationship, the Council will calculate a personal budget that will meet the market rate for provision of that service. The Council can meet the needs by offer of a direct payment where appropriate or services can be commissioned on the service user's behalf where a direct payment is not appropriate. Service users can access services via the use of a personal assistant or by attending a building-based service or services run by voluntary or community groups.

The Council has an important role in market shaping and commissioning. The statutory guidance confirms that high quality, personalised care and support can only be achieved where there is a vibrant, responsive market of service providers. The Care Act places a duty on local authorities to promote the efficient and effective

operation of the market for adult care and support as a whole and the ambition is for local authorities to influence and drive that pace of change for their whole market, leading to a sustainable and diverse range of care and support providers, continuously improving quality and choice, and delivering better, innovative and cost-effective outcomes that promote the wellbeing of people who need care and support.

5.3 Risk management implications

A Risk Register was established before closure decision was made. Project team have met twice weekly to review actions and to mitigate risk. The Risk Register was comprehensive and included items such as impact of Covid-19, availability of staff, suitability of vacancies at the time we were looking at the market, impact of further challenge etc.

The individual assessments of need took into consideration risks associated with vulnerability and suitability of alternative resources being considered. Placements and proposals were discussed at funding panel, assessments were reviewed by Practice Leads, and placements will be reviewed 6 weeks following start.

5.4 Environmental implications

None

5.5 Equality implications

The Council has a duty contained in section 149 of the Equality Act to have due regard to the need to:

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

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

Equalities Impact Assessments were completed for both staff and people using services. Equality implications were set out in the September 2021 cabinet report. With the move to more personalised services, this workstream has resulted in a positive outcome for people with physical and learning disabilities.

The aims set out in the EQIA were largely achieved. 6 week reviews undertaken to ensure needs are met within new resources and social work teams continue to work with individuals and their families as required.

5.6 Procurement implications

Individual placements for residents of Lavender Court were identified following assessment of need and identification of options within the wider market. Social Workers and Occupational Therapists worked with Commissioning colleagues to firm up best options and negotiate rates with providers. The approach was replicated for Day Care options however with a broader list of providers. The Dynamic Purchase

System route was used to commission alternative respite or building based replacement care.

Ongoing conversations with providers has progressed market shaping activity as we continue to plan for the needs of local people going forward. This workstream has identified further significant capacity and opportunity.

5.7 Workforce implications

The outcome of the staff consultation has resulted in some staff being made redundant. There were opportunities for staff to apply for internal vacancies and we were able to retain some valuable experience within the department in Social Work Assistant and Occupational Therapy Assistant roles. The Jobs Fairs arranged specifically for this group supported staff to secure external vacancies.

5.8 Property implications

Planning for the handing back of buildings commenced on the 8th of December. Lavender Court, Priors and Phoenix have now been handed back as part of SBC stock. 'Breakaway', a Children's respite service will continue to occupy the 'Respond' building until end of the financial year whilst renovations to their building are finalised. The Pines building will continue to be used by the Reablement service.

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SLOUGH BOROUGH COUNCIL

REPORT TO:	Cabinet
DATE:	21 st March 2022
SUBJECT:	Notification of Key Decisions
PORTFOLIO:	Councillor Swindlehurst, Leader of the Council
CHIEF OFFICER:	Executive Director, Corporate Services
CONTACT OFFICER:	Nick Pontone, Democratic Services Lead (01753 875120)
WARD(S):	ALL
KEY DECISION:	NO
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	Appendix A – Published Notification of Decisions

1 **Summary and Recommendations**

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

Recommendation:

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

Reason:

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

2 **Introduction**

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

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

2.2 **Background**

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

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

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

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

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

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

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

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

3. Implications of the Recommendation

3.1 Financial implications

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

3.2 Legal implications

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

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

3.3 Risk management implications

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

3.4 Environmental implications

None.

3.5 Equality implications

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

4. Background Papers

None

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NOTIFICATION OF DECISIONS

1 MARCH 2022 TO 31 MAY 2022

Date of Publication: 20th February 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.

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

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

What will you find in the Notice?

For each decision, the plan will give:

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

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

- | | |
|--|-------------------------|
| • Leader of the Council – Forward Strategy & Corporate Resources | Councillor Swindlehurst |
| • Deputy Leader – Transport, Planning & Place | Councillor Mann |
| • Leisure, Culture & Communities | Councillor Akram |
| • Financial Oversight, Council Assets & Performance | Councillor Anderson |
| • Regulation & Public Protection | Councillor Bains |
| • Housing & Environment | Councillor Carter |
| • Children's Services, Lifelong Learning & Skills | Councillor Hulme |
| • Social Care & Public Health | Councillor Pantelic |

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

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

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

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Are there exceptions to the above arrangements?

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

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

Cabinet - 9th March 2022 (Ext)

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Revenue & Capital Budget Monitor - Quarter 3 2021/22</u></p> <p>To receive an update on the latest revenue and capital position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.</p>	F&P	All	All	Steven Mair, Section 151 Officer	-	None		
<p><u>Revenue Budget 2022/23</u></p> <p>To recommend the revenue budget to full Council. Report or separate reports to include all aspects of the revenue budget and associated policies and documents including Council Tax Support Scheme, Dedicated Schools Grant, Hardship Fund and Section 25 Report.</p>	F&P	All	All	Steven Mair, Section 151 Officer	O&S	None		
<p><u>Capital Programme</u></p> <p>To recommend the Capital Strategy to full Council.</p>	F&P	All	All	Steven Mair, Section 151 Officer	O&S	None		
<p><u>Treasury Management Strategy</u></p> <p>To recommend the Treasury Management Strategy to full Council.</p>	F&P	All	All	Steven Mair, Section 151 Officer	O&S	None		

Portfolio Key – F&P = Financial Oversight, Council Assets and Performance, CS = Children's Services, Lifelong Learning & Skills, S&R = Forward Strategy & Corporate Resources, H&E = Housing & Environment, T&P = Transport, Planning & Place, L&C = Leisure, Culture & Communities, R&P = Regulation and Public Protection, S&P = Social Care and Public Health

Bold – Key Decision

Non-Bold – Non-Key Decision

Italics – Performance/Monitoring Report

<u>Extension of Internal Audit Services Contract</u>	F&P	All	All	Steven Mair, Section 151 Officer	Audit & CG Committee, 9/12/21	None		
To consider a report on the Council's internal audit arrangements and potential extension of the existing contract.								

Cabinet - 21st March 2022

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Library Service</u>	CS	All	All	Richard West, Executive Director of Place & Community	Customer & Community Scrutiny	None		
To receive a report and take any necessary decisions on the library service following the public consultation which closed in January 2022.								
<u>Provider Services Update</u>	S&P	All	All	Marc Gadsby, AD Adult Social Care Operations	-	None		
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.								
<u>Re-procurement of Adult Social Care Domiciliary Care Contracts</u>	S&P	All	All	Jane Senior, AD People Strategy and Commissioning	People Scrutiny Panel, 31/3/22	None	√	Yes, p3 LGA
To seek approval to tender for two tranches of domiciliary care contracts via the Council's Adult Social Care Dynamic Purchasing System.								

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

<p><u>Procurement of health visiting school nursing (0-19 Service)</u></p> <p>To seek approval for the procurement of the health visiting school nursing contract.</p>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	None		
<p><u>Adult Social Care Transformation Update and Procurement</u></p> <p>Further to the Cabinet report of December 2021, to receive an update and take further decisions in relation to the support for the Adult Social Care Transformation Programme.</p>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	Report, 20/12/2021 Cabinet	√	
<p><u>ICT Modernisation Programme</u></p> <p>To seek approval of the Council's ICT Modernisation Programme.</p>	S&R	All	All	Steven Mair, Section 151 Officer	-	None	√	
<p><u>References from Overview & Scrutiny</u></p> <p>To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.</p>	S&R	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		
<p><u>Notification of Key Decisions</u></p> <p>To endorse the published Notification of Key Decisions.</p>	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

Cabinet - 19th April 2022

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Asset Disposals Update</u></p> <p>To receive an update and take decisions in relation to the Council's programme of asset disposals.</p>	F&P	All	All	Richard West, Executive Director of Place & Community	-	None		
<p><u>Recovery Plan Update</u></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>	S&R	All	All	Steven Mair, Section 151 Officer	-	None		
<p><u>Bus Service Improvement Plan - Update</u></p> <p>Further to the Cabinet resolutions of 18th October 2021, to consider a further report and approve the Bus Service Improvement Plan.</p>	T&P	All	All	Savio DeCruz, Associate Director, Place Operations Tel: 01753 875640	Place Scrutiny	Report, 18/10/2021 Cabinet		
<p><u>ASC Charging Policy</u></p> <p>To seek approval for a revised Adult Social Care Charging Policy.</p>	S&P	All	All	Alan Sinclair, Executive Director of People (Adults) Tel: (01753) 875752	-	None	√	

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

<p><u>Contracts in Excess of £180,000 in 2022/23</u></p> <p>To receive the list of expected contracts in excess of £180,000 to be let in 2022/23 and approve the commencement of tendering.</p>	F&P	All	All	Clare Priest, Group Manager - Commercial	-	None		
<p><u>References from Overview & Scrutiny</u></p> <p>To receive any references from the Overview & Scrutiny Committee and/or scrutiny panels.</p>	S&R	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		
<p><u>Notification of Key Decisions</u></p> <p>To endorse the published Notification of Decisions.</p>	S&R	All	All	Nicholas Pontone, Democratic Services Lead Tel: 01753 875120	-	None		

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