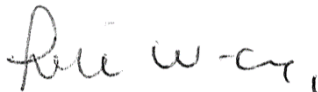


MEETING	PEOPLE SCRUTINY PANEL (Councillors Qaseem (Chair), Kelly (Vice Chair), Ajaib, Basra, Begum, Brooker, Matloob, Mohammad and Sandhu. <u>EDUCATION VOTING CO-OPTED MEMBERS</u> Vacant <u>NON-VOTING CO-OPTED MEMBERS</u> Slough Healthwatch Representative – Neil Bolton-Heaton Secondary School Representative - Paul Kassapian Slough Youth Parliament Representative - Fifi El Sayed
DATE AND TIME:	MONDAY, 31ST JANUARY, 2022 AT 6.30 PM
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NADIA WILLIAMS 07749 709 961

NOTICE OF MEETING

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



JOSIE WRAGG
Chief Executive

AGENDA

PART I

AGENDA ITEM	REPORT TITLE	PAGE	WARD
	Apologies for absence.		
1.	Declarations of Interest	-	-

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.

CONSTITUTIONAL MATTERS

- | | | | |
|----|--|-------|---|
| 2. | Minutes of the Meeting held on 2 December 2021 | 1 - 6 | - |
| 3. | Member Questions | | |

SCRUTINY ISSUES

- | | | | |
|----|--|--------|-----|
| 4. | Update on Draft Budget Proposals 2022/23 - People Directorates and Slough Children First | 7 - 18 | All |
|----|--|--------|-----|

ITEMS FOR INFORMATION

- | | | | |
|----|--------------------------------------|---------|---|
| 5. | Forward Work Programme | 19 - 22 | - |
| 6. | Members' Attendance Record | 23 - 24 | - |
| 7. | Date of Next Meeting - 31 March 2022 | | |

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 are encouraged to contact the Democratic Services Officer before the meeting.

People Scrutiny Panel – Meeting held on Thursday, 2nd December, 2021.

Present:- Councillors Qaseem (Chair), Kelly (Vice-Chair), Basra, Begum, Matloob, Mohammad and Sandhu

Also present under Rule 30:- Councillors Gahir, Hulme and Strutton

Apologies for Absence:- Councillors Ajaib and Brooker

PART 1

17. Declarations of Interest

Councillor Basra declared that she carried out work for a number of organisations in the education sector.

Councillor Mohammad declared that she was a practice manager at GP surgery in Slough.

Councillor Kelly declared that he worked for the Slough and East Berkshire CofE Multi Academy Trust (SEBMAT).

Councillor Hulme, attending under Rule 30, declared that she was the Council's nominated representative on the Board of Slough Children First.

All councillors remained in the Chamber throughout and participated in the meeting.

18. Minutes of the Meeting held on 11 November 2021

Resolved – That the minutes of the meeting of the Panel held on 11th November 2022 be approved as a correct record, subject to noting the comments of a Panel member that in relation to the SEND Inspection (Minute 13, page 2) and Home to School Transport (Minute 13, page 4), further information had been promised to Members which had not be circulated in a timely manner.

19. Member Questions

No Member Questions had been submitted.

20. Slough Children First Progress Report

The Panel received a comprehensive presentation from Carol Douch, the Director of Operations at Slough Children First (SCF), on the progress of the company since its establishment as a local authority company in April 2021, in a new model that replaced Slough Children's Trust.

Members noted the revised governance model; appointment of a new independent chair and non-executive directors; the performance management arrangements; and the scope of services delivered by the company, which were principally all tier 3 and 4 children's social care services. The company faced a number of operational challenges including workforce pressures due to competitive market for social workers and recruitment and retention difficulties; IT issues; and a high number of referrals and caseloads. There had been a significant increase in demand in recent months, including 'front door' contacts received up 31% between August and September; contacts from key agencies such as schools and health services; and an increase in referrals. Covid-19 had had a number of impacts both operationally and in terms of the patterns of service demand. The Panel noted performance information on the 'front door', safeguarding and family support, Children Looked After and care leavers.

The Panel discussed the improvement journey for children's services under the Department for Education Direction and Ms Douch highlighted that no SCF service was now rated 'inadequate'. It was the first time this had been the position for several years, although it was recognised that significantly more progress was required. In relation to recent inspections, Members noted that Breakaway had recently been classified as good for all areas and outstanding for leadership and management. The SEND inspection had identified a number of significant weaknesses and a Joint Written Statement of Action between the Council and Clinical Commissioning Group would be required to be submitted in February 2022.

Members thanked Ms Douch for the presentation. In future Members requested that the slides be circulated in advance to allow time to consider the information provided. It was agreed that the slides would be circulated and published.

A wide ranging discussion followed which is summarised as follows:

- Workforce – the Panel recognised that recruitment of retention of permanent social workers and other professionals was a long-standing challenge and asked what more could be done. Ms Douch set out the measures taken, including overseas recruitment, and noted that workforce challenges were a national as well as a local issue. The Panel was informed that SCF had recently met the Department for Education to review the position and no further actions were identified over and above what the company was doing. It was noted that 50% of the frontline staff were permanent. Members asked about the processes in place for overseas recruitment to ensure social workers were suitably qualified and trained to perform effectively. In response it was noted all of those recruited were qualified and a support programme was in place. It was also recognised that the financial position of the Council was a factor for some workers considering coming to work in Slough.

People Scrutiny Panel - 02.12.21

- IT problems – Members asked questions about the IT problems referred to and it was confirmed they related to Observatory House. Contact between children and services often took place via phone and video calls which required good and reliable connections. The reception issues in Observatory House had been recognised and escalated. Some improvements had been made but further work would be needed to address all the issues.
- Care Leavers – a question was asked about the support given to care leavers to access employment and training. It was noted that 30 out of 79 young people were not in employment, education or training. Ms Douch highlighted the excellent work of the Virtual School and the NEET team which had transferred from the Council. The corporate parenting panel received data in relation to care leavers and regularly monitored performance indicators.

Speaking under Rule 30, Councillor Strutton asked a number of questions including whether the IT issues had impacted on the Virtual School and social work recruitment; and whether SCF now had suitable rooms and facilities at Observatory House for children and families given the previous limited provision at St Martin's Place. Ms Douch responded that the IT issues had not had an impact on the Virtual School provision. It was reported that one member of recently recruited staff attributed the IT problems as the reason for leaving employment with SCF. Ms Douch confirmed that there was now improved and adequate rooms for children and families since the move to Observatory House. Councillor Strutton raised the issue of the SEND inspection, the findings of which had been published since the last meeting of the Panel. SCF did not manage SEND services so scrutiny questions would be best put to the Director of Children's Services. The Lead Member responsible for children's services, Councillor Hulme, was present and summarised the immediate work that would be undertaken to respond to the weaknesses identified in the inspection and to improve services. The Panel agreed to receive a report on the SEND action plan at the meeting in March.

At the conclusion of the discussion the Panel thanked Ms Douch for her presentation which was noted. The company would provide an annual report to scrutiny in the spring of 2022.

Resolved – That the progress update on Slough Children First be noted.

21. **Slough Safeguarding Partnership Annual Report 2020-21**

The Safeguarding Partnership Manager, Betty Lynch, introduced the Safeguarding Partnership Annual Report 2020/21. The report set out the key achievements and areas for development in relation to the work of the partnership in the past year for both adults and children's safeguarding.

The Annual Report was a statutory requirement and it was presented to scrutiny after it had been approved by the partnership. It had been a challenging year, particularly due to the impacts of Covid 'lockdowns'.

Partners had worked hard to manage safeguarding risks throughout the period. The Panel noted significant areas of progress during the year including a new threshold document rooted in the UN Convention for the rights of the child; Child Neglect Strategy and practice tools; shift to online multi-agency safeguarding training to ensure professionals could continue to be trained despite Covid restrictions; and an increasing volume of rapid review work in relation to children.

Members discussed various aspects of the report and asked a number of questions to which Ms Lynch responded. It was asked whether the Strategic Leaders Group (SLG) was being properly led despite the fact the Council Chief Executive had not been at work for some time. Members were assured that the SLG was working well and that the Executive Director of People (Adults) had been chairing the group for some time anyway. The Panel asked what the key risks were. It was noted that the partnership had a detailed risk log in place which included workforce recruitment and retention and staff fatigue following the demands and pressures of Covid. Councillors asked if the report covered any risks arising from the issuing of the Section 114 Notice. The Executive Director responded that this report did not include them as the reporting period was to March 2021 and the Section 114 was issued in July 2021. Any financial risks arising from this would therefore be covered in the next annual report and the SLG were mindful of the potential impacts of the Council's financial position on a range of interventions that supported safeguarding.

Members asked about the work partners were doing to safeguard children from exploitation. Ms Lynch responded by summarising the activity being undertaken and commented on the possible impacts of Covid 'lockdowns' with children out of school and concerns about more children being 'unseen' with abuse and exploitation being harder to identify. There was a discussion about work with schools and assurance was provided the system generally worked very well with clear and prescribed processes for partnership working when referrals were made. If Members became aware of instances where the process was not working as expected they should report them through the proper channels so any issues could be addressed. The work done in Slough to tackle the problem of modern slavery was highlighted. The Panel reviewed the adult safeguarding trend data; discussed the work of the violence task force; and links with the community safety partnership.

At the conclusion of the discussion, the Panel placed on record its commendation for all partners in working in this important and challenging area to protect vulnerable people in Slough, particularly during the Covid pandemic.

Resolved – That the Safeguarding Partnership Annual Report 2020/21 be noted.

22. Forward Work Programme

The Panel reviewed its work programme for 2021/22. It was noted that the next meeting in January would focus on the revised budget proposals for adults and children's services. This would include an update on the Provider Services Review following the scrutiny of this issue in September.

Members agreed to add a report on the SEND action plan to the plan for March 2022.

Resolved – That the work programme be noted.

23. Members' Attendance Record

Resolved – That the record of Members' attendance for the 2021/22 municipal year be noted.

24. Date of Next Meeting - 31 January 2022

It was confirmed that the next scheduled meeting of the Panel would be held on 31st January 2022.

Chair

(Note: The Meeting opened at 6.32 pm and closed at 8.36 pm)

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PEOPLE SCRUTINY PANEL

31.01.22

PEOPLE (ADULTS) DIRECTORATE

INTRODUCTION

This presentation:

- Summarises the previous presentation to People Scrutiny Panel 11.11.21
- Discusses those People (Adults) Directorate savings proposals which have changed since 11 November Scrutiny Panel
- Identifies key risks / pressures
- Summarises the consultations that have been undertaken
- Provides an update on the Provider Services Project

2021/22 BUDGET BY SERVICE

The key controllable service area budgets for 2021/22 are as follows:
The Budget includes Better Care Fund contribution of £7.1m

Service Area	Expenditure Budget £m	Income Budget £m	Net Budget £m
Adult Social Care	45.42	5.93	39.49
Adult Social Care-BCF	7.1	7.1	nil
Public Health	6.767	0.23	6.537
Total	59.287	13.26	46.02

This is the budget figures as at Period 6 (Q2)

2021/22 BUDGET PROGRESS

Delivery on 2021/22 savings is progressing well – Total £3.837m

1. Adult Social Care Transformation Programme Savings – £2.088m

So far £1.058m has been delivered and the remainder is on target to be delivered by the end of the financial year

A summary of the transformation programme is on slide 6

2. Adult Social Care Savings – £1.749m

So far £1.607 has been delivered and the remainder is on target to be delivered by the end of the financial year.

The main savings areas are:

Direct Payments Recoup £0.3m

Better Care Fund increased income £0.75m

Staffing savings £0.287m

Continuing Health Care £0.25m

2022/23 SAVINGS PROPOSALS

Savings Proposals - £5.9m

- Adult Social Care Transformation Savings £4.771m (Summarised in Slide 6)
- Additional Savings £1.128m

Service Area	Savings 2022/23 £m
Direct Payment (DP) recoupment	150
Floating Support	48
Better Care Fund (BCF) + BC Review additional	769
Business Support Efficiencies - 75% reduction in staffing	161
Total	1,128

ADULT SOCIAL CARE TRANSFORMATION PROGRAMME

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

EMERGING RISKS/PRESSURES

- Ongoing impact of the pandemic
- Demand for social care above the planned levels especially over the winter period
- Increasing numbers of young people moving into adult social care
- Provider sustainability and costs increasing
- Workforce – retention and recruitment
- Client income not meeting expected levels
- Social Care Reform and uncertainty
- No or low inflation uplift to providers – national expectation of 6%
- Increasing risk of not meeting statutory duties of the Care Act

BUDGET CONSULTATION

➤ Provider Services

Public Consultation completed end of August 2021

Consultation with staff completed end of December 2021

➤ Client charging

Consultation with people in receipt of social care support on revised charging policy to be completed by end of March 2022 for implementation from April 2022

PROVIDER SERVICES UPDATE 1

Background

- **13th Sept 21 report to People Scrutiny Panel proposal to close adult social care provider services**
- **Sept 21 Cabinet approval to close all adult social care provider services**
- **Proposed saving of £1.154m**
- **Services impacted**
 - Lavender Court – residential care service for 7 adults with a learning disability
 - Respond – respite/short term break service for adults with a learning disability
 - The Phoenix and the Priors days services for adults with a learning disability
 - The Pines day service for older people
- **108 people used the services and 52 staff employed**

PROVIDER SERVICES UPDATE 2

Current Position

- All services closed by end of December 2021
- All people offered a new assessment and care plan by the end of December 2021
- Most people have alternative services in place to meet their needs – as some people and families have chosen not to have a new assessment or service at this time
- All 7 people living in Lavender Court have successfully moved to alternative services – all rated good by the Care Quality Commission – 3 have moved to more independent living.
- A range of alternative good value day service options have been commissioned
- Alternative respite options are in the process of being commissioned and an interim arrangement is in place
- 6 staff have been redeployed in the Council and 46 have been made redundant
- Support to staff was provided during the consultation period
- Feedback from families and staff has been positive so far
- All people will receive a review at 6 weeks (or sooner if needed)
- All savings will be achieved

PROVIDER SERVICES UPDATE 3

Lessons Learnt

- Early engagement with Legal, H.R and Comms is essential
- Change has meant better outcomes
- Challenge is inevitable
- 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 that everyone has an opportunity to engage meaningfully
- Put the time in with Trade Unions

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SLOUGH BOROUGH COUNCIL

REPORT TO: People Scrutiny Panel

DATE: 31st January 2022

CONTACT OFFICER: Nick Pontone
Democratic Services Lead
(For all Enquiries) (01753) 875120

WARDS: All

PART I
FOR COMMENT AND CONSIDERATION

PEOPLE SCRUTINY PANEL - WORK PROGRAMME 2021/22

1. **Purpose of Report**

For the People Scrutiny Panel to discuss its work programme for 2021-22.

2. **Recommendations/Proposed Action**

That the Panel review the work programme and potential items listed for inclusion.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

3.1 The People Scrutiny Panel, along with the Overview & Scrutiny Committee and other Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The effective scrutiny of the council's decision making and work in the area of health and social care underpins the delivery of all four of the Joint Slough Wellbeing Strategy priorities:

- Starting Well
- Integration
- Strong, healthy and attractive neighbourhoods
- Workplace Health

3.3 The work of the Health Scrutiny Panel also reflects the following priorities of the Five Year Plan:

- Outcome 1: Slough children will grow up to be happy, healthy and successful.
- Outcome 2: Our people will be healthier and manage their own care needs.

4. **Other Implications**

(a) Financial

There are no financial implications of proposed action.

(b) Risk Management

There are no risk management implications of proposed action.

(c) Human Rights Act and other Legal Implications

There are no Human Rights Act implications arising from this report.

(d) Equalities Impact Assessment

There are no Equalities implications arising from this report.

5. **Supporting Information**

5.1 This work programme should cover all aspects of the People Scrutiny Panel's remit, including both Adult and Children's Services.

5.2 The work programme is a flexible document which will be continually reviewed throughout the municipal year. It will be updated to take into account requests for consideration of issues from members of the People Scrutiny Panel.

6. **Conclusion**

This report is intended to provide the People Scrutiny Panel with the opportunity to review its upcoming work programme and make any amendments it feels are required.

7. **Appendices Attached**

A - Work Programme for 2021/22 Municipal Year

8. **Background Papers**

None.

PEOPLE SCRUTINY PANEL
WORK PROGRAMME 2021/2022

Meeting Date
31 January 2022
<ul style="list-style-type: none"> • Final Budget Proposals for People (Adults), People (Children) and Slough Children First (to include update on Provider Services Review)
31 March 2022
<ul style="list-style-type: none"> • SEND Action Plan

Potential other items for Panel to consider and prioritise

- Slough Children First Annual Report (for scrutiny)
- Scrutiny of external health bodies and organisation (statutory role of scrutiny)
- School Places Strategy (added by Panel 13/09/21)
- Outcomes for Children (added by Panel 13/09/21)
- Annual Education Standards report (added by Panel 13/09/21)
- Health plans for children (added by Panel 13/09/21)

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MEMBERS' ATTENDANCE RECORD 2021/22
PEOPLE SCRUTINY PANEL

COUNCILLOR	<u>30/06/21</u> CANCELLED	16/09/21	<u>28/10/21</u> MOVED TO <u>11/11/21</u>	11/11/21	02/12/21	31/01/22	31/03/22
Qaseem (Chair)		P		P	P		
Kelly (Vice-Chair)		P		P	P		
Ajaib		P		P	Ap		
Basra		P		P	P		
Begum		P		P	P		
Brooker		P		P	Ap		
Matloob		P		P	P		
Mohammad		P		P	P		
Sandhu		P		P	P		

P = Present for whole meeting P* = Present for part of meeting Ap = Apologies given Ab = Absent, no apologies given

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