

## **Cabinet – Meeting held on Monday, 18th July, 2022.**

**Present:-** Councillors Swindlehurst (Chair), Mann (Vice-Chair), Ajaib, Anderson, Bains, Hulme, Nazir and Pantelic

**Apologies for Absence:-** Councillor Akram

### **PART 1**

#### **15. Declarations of Interest**

No declarations were made.

#### **16. Minutes of the Meeting held on 20th June 2022**

**Resolved** – That the minutes of the meeting held on 20<sup>th</sup> June 2022 be approved as a correct record.

#### **17. Financial Action Plan - Update**

The Lead Member for Financial Oversight & Council Assets introduced the updated Financial Action Plan which set out the progress since the last report in May 2022 regarding the work undertaken to respond to the very serious financial challenges and recommendations made by various external agencies including CIPFA and DLUHC. The Cabinet was asked to recommend the report to full Council.

The key areas of progress were summarised and included the submission of the 2018/19 accounts to the auditors. The audit had now commenced and would take several months. The accounts had been very substantially revised since the original draft prepared by the previous finance team and whilst this had been a challenging process in which many issues had been identified, the accounts would provide a solid base for future years accounts. The timetable for producing accounts for subsequent years of 2019/20, 2020/21 and 2021/22 by March 2023 was on track and the finance team was in regular liaison with the auditors. Lead Members also particularly noted the updates on 2021/22 provisional outturn; finance monitoring for 2022/23; the finance restructure; and the work on DSG deficit which was reporting an improved position due to the extensive work being undertaken.

Lead Members welcomed the progress that was being made and commented that finalising the historic accounts was a key priority to enable the Council to have a clear baseline for future financial planning. It was recognised that significant further progress was still required as it would take a considerable time to address all of the issues identified, however, it was agreed that the report provided a clear overview of the current position and future work. The Cabinet agreed to recommend the report to Council.

**Resolved –**

- (a) That the background to the Council's financial position and the update on the work undertaken to respond to the many and very serious financial challenges and the recommendations made by external agencies be noted.
- (b) That the progress and issues arising from the continued work on the above be noted.
- (c) That it be agreed to recommend the report to Council.

**18. Risk Management Strategy**

The Lead Member for Financial Oversight & Council Assets introduced a report that sought approval for the Council's proposed new Risk Management Strategy.

The document set out the Council's strategy and approach to the management of risk and demonstrated the intention to continue to develop the maturity of Enterprise Risk Management (ERM) across the organization during 2022/23 and beyond to support the delivery of the Council's strategic priorities and outcomes. Lead Members recognised that the various governance and financial reviews had highlighted the importance of improving the approach to managing risk and the approval of the strategy was an important milestone to strengthen the processes.

The plan set out the strategic approach to risk across the Council and was not merely a finance issue. It was crucial that the Council put in the place the systems to better understand the scale and complexity of the risks and embed the mitigation and reporting systems across the organisation. It was noted that the Audit & Corporate Governance Committee would consider the strategy at its meeting later in July and the recommendations included a delegation to make minor changes to the strategy if required.

The Cabinet approved the Risk Management Strategy for 2022/23.

**Resolved –**

- (a) That Slough Borough Council's Risk Management Strategy for 2022/23 be approved;
- (b) The key development activities to be undertaken during 2022/23 including risk management workshops with key stakeholders following the approval of the revised Corporate Plan be noted; and
- (c) That delegated authority be given to the Executive Director for Finance and Commercial, in consultation with the Cabinet Member for Financial Oversight & Council Assets, to make minor changes to the strategy, in

particular to reflect any feedback from the Audit & Corporate Governance Committee.

**19. Senior management team restructure**

The Leader of the Council introduced a report regarding proposed changes to how the Council's main functions were coordinated and appropriately managed.

It was noted that various governance reviews have highlighted issues with the implementation of the Our Futures restructure, which has led to significant capacity issues in service delivery. The DLUHC commissioned governance review recommended a focus on bottom up service reform, the need to prioritise permanent and longer term recruitment for key roles and the need to significantly reduce reliance on external consultancy support to deliver "internal" services.

The proposed new structure included the following posts directly reporting to the Chief Executive:

- Chief Operating Officer;
- Executive Director, Strategy (organizational development);
- Executive Director, Finance & Commercial;
- Executive Director, Housing & Property;
- Executive Director, Place & Communities;
- Executive Director, People (Adults); and
- Executive Director, People (Children).

The Cabinet noted that the new structure was designed to provide the organisation with additional capacity in the senior management tiers to deliver the Corporate Plan and wider recovery and improvement priorities. The additional costs of the new structure could be fully funded from within the capitalisation direction, which was available until March 2024, by which point the Council would need to review the requirement for the positions and take decisions on future funding through the budget setting process.

The Employment & Appeals Committee had met on 12<sup>th</sup> July 2022 and agreed to recommend to full Council on 21<sup>st</sup> July 2022 the new chief officer structure and posts as required by the Constitution.

After due consideration the Cabinet approved the revised management structure.

**Resolved –**

- (a) That the change from a six directorate model to a seven directorate model with changes to the areas of service delivery under each directorate be approved;

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- (b) That the report to Employment and Appeals Committee with a recommendation to full council to change the chief officer and deputy chief officer roles and delegate authority to the chief executive to consult and make changes to the structure in response to the consultation be noted.

### **20. IT Team Restructure**

The Lead Member for Customers Services, Procurement & Performance introduced a report that sought approval to consult upon and implement a restructure of the Information Technology team.

The Council's external auditors, LGA specialist ICT peer support and various external reports had highlighted the need to significantly strengthen the capacity and skills of the team, ensure it was sustainable and could support the future success of the Council and children's company. The proposed restructure was an important part of the wider ICT improvement programme that had been previously approved by Cabinet. It was noted that the restructure of the IT team had been put on hold during the whole Council 'Our Futures' restructure and it was now important to put a place an appropriate and sustainable structure to deliver the improvement programme. The structure aimed to clarify the purpose and roles within the team and reduce reliance on interim staff to provide stability and development opportunities for staff. The team would increase from 32 to 51 staff across four areas – customer, control, core and digital. A Chief Digital & Information Officer would be appointed at Assistant Director level to lead the team and ensure high level engagement across the organisation.

The Cabinet discussed various aspects of the proposed restructure including the challenges of recruitment in the IT sector, which was a point that had been highlighted by Commissioners. It was recognised that this was an issue for a range of the services such as social care and planning, and a Council wide plan to promote SBC and the career development opportunities it offered would be required. Lead Members commented on the importance of staff retention and ensuring the programme was sufficiently robust to account for the fact that it was likely to take time to fully recruit to all the new posts in the new structure.

The Cabinet supported the recommendations in the report and also agreed a further resolution that the Lead Member be consulted should any significant changes to the structure arise following the consultation process.

#### **Resolved –**

- (a) That the consultation process for the revised structure for the IT Team noting the addition of a number of key posts be endorsed.
- (b) That the scope of the restructure which included the core IT Team (covering all the technology used across the Council and Children's Company) and Digital Team (that focused on public facing digital

services) be noted and approved, and that the proposal for the two teams to come together and be known as the ICT & Digital Team and work more closely together to improve public interactions with the Council be noted.

- (c) That it be agreed that the Lead Member for Customer Services, Procurement & Performance be consulted should any substantial changes to the structure be required following the consultation.

## **21. Procurement of an Integrated Substance Misuse Recovery and Treatment services including Shared Care**

The Lead Member for Social Care & Public Health introduced a report that made a series of recommendations about the procurement of integrated substance misuse treatment services.

Appendices 1 to 3 to the report contained exempt information and was included in Part II of the agenda. The Cabinet considered and noted this information during the public part of the meeting without disclosing any of the exempt information.

Approval was sought to progress to procurement for an integrated service to commence from 1<sup>st</sup> April 2023 and to award contracts to Turning Point and Farnham Road Shared GP Practice for the intervening period between 1<sup>st</sup> August 2022 and 31<sup>st</sup> March 2023. This would ensure the continuity of care and avoid disruption of services whilst providing sufficient time to align all procurement activities relating to substance misuse treatment and recovery.

The aim of re-modelling substance misuse services was to support the key priorities in the Government's new ten-year drug strategy, 'From Harm to Hope'. These included increasing the number and quality of placements; decreasing drug and alcohol related death; decreasing associated crimes such as burglary, robbery and theft; and increasing treatment places for rough sleepers. The Government had allocated £293m over the next three years to deliver the strategy and this would supplement funding from the core public health grant. The Lead Member highlighted the importance of service user engagement in the process of re-modelling of the service and commented that this would be most effective by using creative methods and not just paper-based consultation.

The Cabinet recognised that substance misuse was a much wider problem than just for the adult social care service and a Council-wide approach should be taken which included areas such as housing and licensing. Queries were also raised about partnership working and performance management to which Officers responded.

At the conclusion of the discussion, the Cabinet approved the recommendations, with one amendment to (I) to state the delegation was to

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the Executive Director of Resources, 'in consultation with' the Executive Director of Place & Community.

### Resolved –

- (a) That it be noted that approval for award was required to ensure continuity of care and to avoid disruption of services whilst providing sufficient time to align all procurement activities relating to substance misuse treatment and recovery.
- (b) That the procurement of an Integrated Adult and Young Peoples' Substance Misuse service (Lot 1) for a nine-year period (five-year contract plus two extension periods of two-year from 1st April 2023 to 31st March 2031 to the maximum value of £11.5m be approved. This would be funded through Public Health Grant and will replace several existing services set out at Exempt Appendix 1 to the report.
- (c) That the procurement of rough sleepers' substance misuse outreach service (Lot 2) for a contract (12 months plus 12 months extension) from 1st April 2023 – 30th June 2025 be approved. This would be funded as detailed in Exempt Appendix 2 to the report.
- (d) That it be noted that the procurement model described in the report was reflective of the various funding streams available for services and was designed to minimise the financial risk to the Council should funding be reduced or withdrawn.
- (e) That it be noted that a report concerning the new delivery model for an Integrated Substance Misuse Service was intended to be presented to People Scrutiny Panel in June 2022.
- (f) That a report concerning contract award for the Integrated Substance Misuse Service would be presented to Cabinet in December 2022.
- (g) That delegated authority be granted 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.
- (h) That a direct contract award to Turning Point to deliver additional services from 1st August 2022 – 31st March 2023 be approved. This would be at the value of outlined in Exempt Appendix 2 to the report.
- (i) That a direct contract award to Farnham Road Surgery to deliver additional clinical services from 1st August 2022 – 31st March 2023 be approved. This would be at the value of outlined in Exempt Appendix 2 to the report.
- (j) That the granting of a lease and any supplemental document(s) of Elliman Resource Unit 27 Pursers Court Slough SL2 5DL to Turning

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Point for a term of one year commencing 1 April 2022 be approved.  
Further information was contained in Exempt Appendix 2 to the report.

- (k) That the grant of a lease and any supplemental document(s) of Elliman Resource Unit 27 Pursers Court Slough SL2 5DL to the new provider for a minimum term of 5 years commencing 1 April 2023 be approved.  
Further information was contained in Exempt Appendix 2 to the report.
- (l) That delegated authority be granted to the Executive Director of Resources in consultation with the Executive Director of Place & Community to finalise terms and execute the lease and supplemental documentation of the above property to the tenant/provider.

### **22. ASC Debt Recovery Policy**

The Lead Member for Social Care & Public Health introduced the report which set out the Adult Social Care (ASC) Debt Recovery Policy 2022/23 with regards to debts that may have accrued as a result of the Council meeting a person's eligible care and support needs. The policy was part of the Adult Social Care Transformation Programme.

It was noted that the policy was most recently updated in 2013 and it was important to have a refreshed policy that took account of most recent developments such as the Care Act. Lead Members welcomed the updated policy which it was hoped would enable officers to collect debt more efficiently in future. It was recognised that it was important to have clear processes in place to avoid debts accumulating. Questions were asked about the communication with clients and the Executive Director, People (Adults) explained that information about charges was given at the point the service was delivered, including translation were required, and it was important that all steps were taken to ensure clients understood the charging policies.

The Cabinet discussed the equalities impact assessment and commented that more work was needed to better understand any groups particularly effected by the revised policy and put in place any necessary mitigations. A further resolution was agreed by Cabinet that the Lead Member would be consulted about any further mitigations arising from the further work that was being carried out on the equalities impacts.

The debt recovery policy was agreed.

#### **Resolved –**

- (a) That the ASC Debt Recovery Policy appended at Appendix 1 to the report be approved.
- (b) That the Acting Executive Director People (Adults) consult the Lead Member for Social Care & Public Health about any mitigations that may be required if any major adverse impacts were identified in the further

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work planned on the equalities impact assessment as set out in paragraph 3.5.2 of the report.

### 23. Options to increase income from leisure contract

The Executive Director, Place & Community introduced the report which set out the operational changes to the delivery of the leisure services contract held by Sports & Leisure Management Ltd (SLM), trading as Everyone Active (EA), to optimise the management fee paid by SLM/EA to SBC.

The Cabinet considered and noted the Part II appendix without disclosing any of the exempt information.

The operational changes had an impact on the range of facilities available to residents and the prices charged to users. The proposed changes would enable SLM/EA to pay a higher management fee to the Council than would otherwise be the case. It was noted that the closure of facilities and disruption to services during the Covid-19 pandemic had had a significant impact on leisure centre attendance. The objective of the commercial negotiations with the contractor was to maximise the management fee to the Council and this included the continued suspension of the EA community based programme during 2022/23; above inflation (as of April 2022) price increases to be introduced in Quarter 3 of 2022/23; and re-open the Salt Hill Activity Centre with a reduced range of activity and reduced opening hours as the current opening hours and provision made the site unprofitable.

The Cabinet asked whether the autumn Covid-19 vaccination programme would impact on the re-opening of the Salt Hill Activity Centre. It was not currently known where the next phase of the vaccination programme would be delivered from, but the report assumed the Activity Centre would be used for that purpose until September 2022 and then be available to re-open as part of the leisure offer. Lead Members commented that one of the major benefits of the current contract was that it returned an income to the Council via the management fee, which was not the case under the previous contract. Despite the negative impacts of Covid it was considered that the negotiated agreement with the contractor that would restore a management fee was therefore the best option and the recommendations were agreed.

#### **Resolved –**

- (a) That the negotiated management fee for 2021/22 of £673k, and the negotiated management fee for 2022/23 of a minimum of £1,060k be agreed.
- (b) That the continued suspension of the Everyone Active (EA) community-based activity programme during 2022/23 be agreed.
- (c) That it be agreed that Sports & Leisure Management Ltd/Everyone Active (SLM/EA) could introduce above inflation (as of April 2022) price increases in Quarter 3 2022/23.

- (d) That delegated authority be given to the Executive Director (Place & Community), in consultation with the Lead Member for Leisure, Culture and Communities, the Leader of the Council - Council Recovery, Forward Strategy & Economic Development and the Lead Member for Financial Oversight & Council Assets, to assess future options for the use of Salt Hill Activity Centre and to report back to Cabinet on the recommended option.

#### **24. Charging for Garden Waste Collection**

The Lead Member for Transport & The Local Environment introduced a report which set out the proposal to charge for garden waste collection and by so doing significantly improve the financial position of the authority.

The Cabinet noted that a majority of local authorities had already introduced charges for green waste collection and the proposal for a charge of £50 per year in Slough was estimated to generate between £700,000 to £900,000 per annum, depending on take up. The fees were either the same or lower than neighbouring authorities and the new service would be extended from the current 9 month collections to operate over 50 weeks, with 25 collections a year. Christmas trees could also be disposed of via the collections. The way in which the scheme would operate was explained and, if agreed, the charging year would commence on 1<sup>st</sup> November 2022.

The Cabinet agreed with the principle of introducing the charges to bring Slough into line with other authorities and asked a number of operational questions including payment mechanism and the communications plan. The recommendations were then agreed and it was noted a report on other waste services and recycling would come to Cabinet in September.

#### **Resolved –**

- (a) That it be agreed to introduce a charge of £50 per year per 240L green wheeled bin for the collection of garden waste over 50 weeks (break for 2 weeks over Christmas). The 50 week period would start on the 1 November each year. The first year would commence on Tuesday 1 November 2022.
- (b) That it be agreed that existing 240L green wheeled bins which had already been allocated would remain with those households irrespective of whether the householder wished to pay for a future garden waste collection service, to keep costs to a minimum and to enable anyone who was a subscriber to the current free collections to be able to subscribe to the chargeable service easily should they later decide they wished to do so. But waste would only be collected from those households who had paid for the collection service.

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- (c) That with effect from 1 August 2022, new subscribers to the Garden waste service would be charged £45 for provision of a green 240L wheeled bin which may be new or reconditioned (second hand).
- (d) That a further report to come to September Cabinet setting out how we would reform and adapt our general waste and recyclables collection services, as part of the commitment in the Improvement & Recovery Plan to produce a comprehensive waste and recycling plan. This would include how best to position the authority to move to the standard waste collection model set out in the Environment Act 2021.

### **25. Slough Urban Renewal - disposals update**

The Lead Member for Financial Oversight & Council Assets introduced the report which provided an update on the key sites that were owned by the Council (or part-owned in the case of Stoke Wharf) and were optioned to Slough Urban Renewal (SUR).

The report included a number of recommendations which would enable the disposal of key sites to generate capital receipts for the Council, reduce the Council's financial commitments and secure best value in accordance with the Council's Asset Disposals Strategy and statutory obligations. The report contained appendices which contained exempt information, and the Cabinet entered Part II to discuss and note these appendices prior to making its decisions.

The Cabinet noted the background to the creation of SUR and discussed the options for the disposal of each of the sites covered in the report – North West Quadrant, Stoke Wharf and Montem. There were complexities with each of the sites and the aim had to be to find a solution which generated a capital receipt and de-risked the Council.

It was agreed that the Cabinet would exclude the press and public during the course of the discussion to consider the information in the exempt appendices. After due consideration the Cabinet agreed the recommendations in the Part I report which included the disposal strategy for each of the sites.

#### **Resolved –**

- (a) That the disposal strategy for the North West Quadrant (NWQ) site be agreed and that delegated authority be given to the Executive Director Place and Community in consultation with the Lead Member for Financial Oversight and Council Assets and the section 151 officer to pursue that disposal strategy in accordance with the draft Heads of Terms, and to report back to Cabinet for approval to dispose of NWQ on the final agreed disposal terms subject to the demonstration of best value consideration for the disposal.

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- (b) That the updated Site Development Plans (SDPs) for Montem Lane and Stoke Wharf which recommend a disposal strategy for each site be agreed and that delegated authority be given to the Executive Director Place and Community in consultation with the Lead Member for Financial Oversight and Council Assets and the section 151 officer to pursue that disposal strategy (including the negotiation and agreement of all legal documents that give effect to the Sale) and to report back to Cabinet for approval of the Adopted SDP's and the final agreed disposal terms, subject to the demonstration of best value consideration for the disposal.
- (c) That it be agreed to extend the current Option Agreement for Stoke Wharf up to 31st December 2022 to allow time for the disposal strategy referred to at b) to be pursued including (i) the marketing of the Stoke Wharf site and (ii) the agreement of legal documents needed to permit the disposal of the Stoke Wharf site prior to development.
- (d) That delegated authority be given to the Executive Director Place and Community in consultation with the Lead Member for Financial Oversight and Council Assets and the section 151 officer to approve a further extension to the Stoke Wharf Option Agreement, depending on the outcome of the marketing exercise to be undertaken in Autumn 2022, to allow for the Sale to complete in early 2023.
- (e) That it be noted that those parts of the Montem site which belong to the Council were no longer required for the purposes for which they were presently held, and recommend to full Council that officers be authorised to take all necessary steps to appropriate the site (shown edged red on the plan in Appendix 5 to the report) for planning purposes to facilitate the carrying out of development, re-development or improvement on or in relation to that land.
- (f) That the proposed timetable for the site disposals in para 3.1.6 of the report and further Cabinet decisions required to complete the disposals be noted.

## 26. Exclusion of Press and Public

**Resolved –** That the press and public be excluded from the meeting during the consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972 and paragraph 5 relating to information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Below is a summary of matters considered during Part II of the agenda.

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### **27. Procurement of an Integrated Substance Misuse Recovery and Treatment services including Shared Care - Appendices 1-3**

The Part II appendices were considered and noted in resolving the matters contained in the Part I report.

### **28. Options to increase income from leisure contract**

The Part II appendices were considered and noted in resolving the matters contained in the Part I report.

### **29. Slough Urban Renewal - disposals update appendices**

The Cabinet excluded the press and public to discuss the Part II appendices which was noted and taken into account in resolving the proposed decisions as set out in the Part I report. All decisions were taken during the public part of the Cabinet meeting.

Chair

(Note: The Meeting opened at 6.31 pm and closed at 8.45 pm)