

Date of issue: Friday, 5 April 2024

MEETING:	CABINET	
	Councillor Smith	Leader of the Council – Improvement & Recovery, Performance, Governance and Young Futures
	Councillor Chahal	Deputy Leader of the Council – Finance, Council Assets, Procurement and Revenue & Benefits
	Councillor I. Ahmed	Community Cohesion, Public Health, Public Protection, Leisure and Planning
	Councillor Bedi	Education and Children’s Services
	Councillor Kelly	Highways, Housing and Transport
	Councillor Manku	Environment, Environmental Services and Open Spaces
	Councillor Muvvala	Customer Service, Resident Engagement, Digital, Data & Technology
	Councillor Wright	Adult Social Care, Mental Health & Learning Disabilities
DATE AND TIME:	MONDAY, 15TH APRIL, 2024 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.



STEPHEN BROWN
Chief Executive

AGENDA

PART I

<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 18th March 2024	1 - 10	
3.	Slough Adult Social Care Strategy 2024-29	11 - 50	All
4.	Adult Social Care Market Position Statement 2024/27	51 - 110	All
5.	Adult Social Care Direct Payments Policy	111 - 150	
6.	2023-24 Q3 Corporate Performance Report	151 - 192	All
7.	Slough Borough Council Equality Objectives, 2024-2028	193 - 250	All
8.	Contaminated Land Strategy 2024-2030	251 - 316	All
9.	James Elliman Homes – Options Appraisal	To Follow	All
10.	Procurement forward plan for services in excess of £180k and works in excess of £1m in 2024/25	317 - 350	All
11.	References from Scrutiny	351 - 406	All
	<p>A. Recommendation from the Corporate Improvement Scrutiny Committee meeting held on 28th November 2023 - Task and Finish Group report on the preparedness of ASC for CQC assessment.</p> <p>B. Recommendation from the Corporate Improvement Scrutiny Committee meeting held on 13th March 2024.</p>		

Key decisions shown in bold

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.

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Cabinet – Meeting held on Monday, 18th March, 2024.

Present:- Councillors Smith (Chair), Chahal (Vice-Chair), I. Ahmed, Bedi, Kelly, Manku, Muvvala and Wright

Apologies for Absence:- None.

PART 1

108. Declarations of Interest

No interests were declared.

109. Minutes of the Meetings held on 26th February and 5th March 2024

Resolved – That the minutes of the meetings of the Cabinet held on 26th February 2024 and 5th March 2024 were approved as a correct record.

110. Electric Vehicle Charging Infrastructure Strategy 2024 - 2029

The Lead Member for the Environment, Environmental Services and Open Spaces introduced a report that sought approval of the Electric Vehicle Charging Infrastructure (EVCI) Strategy 2024 – 2029.

The Strategy was a requirement of the Government’s Local Electric Vehicle Infrastructure (LEVI) grant funding scheme. Officers were preparing an application for April 2024 to claim the allocated £2.233m capital grant funding for installation of EVCI to primarily serve residents without the ability to charge at home. Slough had not previously had any detailed operational strategy or policy for the deployment and management of EV charging infrastructure and the document as at Appendix A to the report set out the proposed strategy.

The Cabinet recognised that reducing emissions from the transport sector was a key part of the UK Government’s Net Zero ambitions and the shift towards electric vehicles would help address the significant air quality issues in the town. Lead Members agreed that the authority had a role in taking a strategic view to ensure a balanced public charging network in the town that did not just serve the most commercially viable locations but provided an equitable network for residents and businesses. As highway authority and a major landowner, the Council was ideally placed to work with the private sector charge point providers to boost the availability of charging closer to residential areas that need it.

A number of questions were asked about the match funding arrangements and how the Council would work with the private sector to deliver the strategy. Members also commented that the Council could take steps to promote the fact that Slough already had one of the highest levels of EV

charging points in the country. At the conclusion of the discussion the recommendations were agreed.

Resolved –

- (a) That the EVCI Strategy 2024 – 2029 as set out in Appendix A be approved.
- (b) That the British Vehicle Renting & Leasing Association (BVRLA) Fleet Pledge at Figure 2 be adopted.
- (c) That delegated authority be given to the Executive Director of Regeneration, Housing & Environment, in consultation with the S.151 Officer and the Lead Member for the Environment, Environmental Services and Open Spaces, to approve submission of the Stage 2 & 3 funding applications under the LEVI scheme.
- (d) That the addition of new capital programmes of up to £5 million in connection with the LEVI scheme be approved, on the basis that all expenditure was covered by external grant and third-party funding.
- (e) That delegated authority be given to the Executive Director of Regeneration, Housing & Environment, in consultation with the Lead Member for the Environment, Environmental Services and Open Spaces, to commence the process for commissioning suppliers for EVCI using a compliant procurement route.
- (f) That it be agreed to delegate the decision to award and enter into the contract(s) to the Executive Director – Regeneration, Housing & Environment, in consultation with the S.151 Officer and the Lead Member for Environment, Environmental Services & Open Spaces, subject to the funding being available from the LEVI grant and match funding from the private sectors.
- (g) That it be noted that a report would be brought to Cabinet by 31st December 2024 to update on the application under the LEVI Scheme and the procurement of EVCI.

111. Energy Contracts

The Lead Member for Finance, Council Assets, Procurement and Revenues & Benefits introduced a report on the proposed arrangements for the purchase of energy contracts.

The wholesale energy markets had stabilised after two years of significant price fluctuations due to global factors including the Russian invasion of Ukraine. The wholesale cost of energy had fallen by more than 50% over the past 12 months. The Council was entering into the final year of its flex and fixed rate energy contracts which would all expire on 31st March 2025. To limit the Council's exposure to potential future energy price fluctuations during

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2024/25 and to provide an opportunity to obtain additional market value, the Cabinet was requested to delegate authority to the Executive Director of Regeneration, Housing and Environment to purchase energy below an approved cap price and to approve the procurement of new energy contracts to start on 1st April 2025 for a 3-year period.

The Cabinet considered the options and noted that the proposed approach sought to manage and balance the risks at a time of potential future price volatility. It was noted that whilst the wholesale price had fallen over the past year, it was significantly higher than pre-pandemic levels and remained unpredictable. Lead Members therefore agreed the recommended strategy and delegations to seek to achieve the best price in the market and secure best value for the Council. A report would come back to Cabinet by the end of 2024 on the contracts for 2025/26 to 2027/28.

Resolved –

- i. That the Gas & Electricity Risk Management Strategy (Appendix A) be adopted and approved as follows:
 - a. Approved the purchase of electricity on a ‘month ahead’ basis and gas on a ‘day ahead’ basis on the open wholesale energy market price.
 - b. Set wholesale energy market price caps for power for the summer 24 period (April 24 to September 24) to £90/MWh and the winter 24 (October 24 to March 25) to £110/MWh.
 - c. Set wholesale energy market price caps for gas for the summer 24 period (April 24 to September 24) to £35 MWh and the winter 24 (October 24 to March 25) to £40/MWh.
 - d. If the wholesale energy markets price increase such that the cap is expected to be exceeded, or is exceeded, then Cabinet approves the purchase strategy for energy to buy the remaining energy volume in that summer and/or winter period to limit further cost exposure.
- ii. That delegated authority be given to the Executive Director of Regeneration, Housing and Environment, in consultation with the Executive Director of Finance and Commercial (the S151 officer) and the Lead Member (Financial oversight, council assets, procurement, and revenues and benefits) to purchase energy in line with the Gas & Electricity Risk Management Strategy.
- iii. That the compliant procurement of new energy supply contracts with an estimated contract value between £8m and £11m for the period 25/26, 26/27 and 27/28 be approved. The procurement would be based on the most competitive price, supplier performance, bill validation and meter services, and flexibility to amend volume to align with the Estate Strategy. Council officers would be required to report back to Cabinet by 31st December

2024 and seek approval to award new energy contracts for the period 25/26 – 27/28.

112. Microsoft Licencing: Upgrade from Tier E3 to Tier E5

The Lead Member for Customer Service, Resident Engagement, Digital, Data and Technology introduced a report that proposed upgrading the existing Microsoft E3 licence to an E5 licence.

The current E3 software licence covered a range of cyber security services such as antivirus and malware; and productivity tools for staff including Teams, Word, Excel and Outlook. The proposed upgrade to E5 would allow the Council to access a wider range of services which could deliver improvements to residents and staff. The cost of the upgrade was approximately £230,000 each year and the costs would be partly offset by not renewing two existing contracts for services which would become available through the upgraded E5 licence.

In response to a number of questions from Lead Members about whether the Council was achieving best value through the proposal it was confirmed that it was a subscription based contract which adjusted to the staffing levels of the Council. The ICT team had worked closely with procurement officers to secure the best deal for the Council. The Lead Member for finance confirmed his agreement to the recommendations, but asked for a separate meeting with ICT officers to discuss the upgrade in more detail.

The Cabinet noted that the Chair of the Corporate Improvement Scrutiny Committee had agreed the request to grant a call-in waiver to enable the decision to be implemented urgently and avoid the higher renewal costs after March 2024. After due consideration the Cabinet agreed the recommendations and that they could be implemented urgently.

Resolved –

- (a) That the upgrade of the council's Microsoft software licencing from tier E3 to tier E5 at an increased approximate annual cost of £230,000 for three years, totalling £690,000 be approved; and
- (b) That delegated authority be given to the executive director for strategy and improvement, in consultation with the Cabinet member for customer service, resident engagement, digital, data and technology, to approve and sign the contract amendment.

113. Special Educational Needs and Disabilities (SEND) Update

The Lead Member for Education and Children's Services introduced a report that updated the Cabinet on the actions taken to address the priorities

identified by Ofsted and the CQC in their inspection report from 2021 as well as the key information from the December monitoring report for the Safety Valve Agreement / High Needs Deficit Recovery Plan. The report sought to ensure that Cabinet members are fully informed about the Council's special educational needs (SEND) improvement journey and was able to offer appropriate support and challenge.

The Cabinet was informed that there was clear evidence of increased pace in completing the individual actions since the new Improvement Action Plan was agreed in June 2023. The backlog of Educational Psychology assessments had been cleared and the backlog of Education, Health and Care Plans was beginning to reduce slowly. It was recognised that the improvements were from a low base and there was significant further progress needed to reach a good level of service. Some of the challenges to service improvement included maintaining a stable team of case officers and it was noted that five officers had recently given notice, although managers were confident on the basis of the recruitment process underway that new officers would be joining who could take the organisation to the next stage of its SEND improvement journey.

Lead Members welcomed the update and thanked the Executive Director for Children's Services and staff for the work they had done to contribute to the turnaround of the service. It was proposed and agreed that an annual update be provided to Cabinet in the next municipal year, with the Lead Member receiving more regular updates. This was agreed.

Resolved –

- (a) That the progress made as set out in the body of the report be noted.
- (b) That it be agreed that that from the next municipal year, an annual update report would be provided to Cabinet on the SEND improvements, with the Lead Member receiving more regular updates on progress.

114. Individual Placement Support Grants

The Lead Member for Education and Children's Services introduced a report on a new Supported Employment Programme, 'Ability Slough', grant which would help residents with a disability access and/or remain in employment. Ability Slough was funded from a Department of Work and Pensions Individual Placement and Support in Primary Care (IPSPC) grant until March 2025.

The programme would provide bespoke guidance and support to adult residents who have a formal or informal/self-diagnosis of a disability including mental illness and/or physical disability. The support would include skills training, work coaching and help to stay in work (including working directly with local employers). Slough Borough Council would be the lead authority for the programme in Berkshire.

The Cabinet welcomed the grant and the support the programme would provide to Slough residents. Only 41 upper-tier authorities in England had received the IPSPC grant. Lead Members commented on the need to align the programme to the Council's wider activities in relation to apprenticeship and skills projects. After due consideration, the recommendations were agreed.

Resolved –

- (a) That the Individual Placement and Support in Primary Care grant from Department of Work and Pensions be accepted. The total grant award was £4,585,252.31 (for the two financial years of the grant, with delivery period July 2023 to March 2025).
- (b) That the delivery of the Supported Employment Programme (Ability Slough) funded by the Individual Placement and Support in Primary Care grant (Department of Work and Pensions) as outlined in Appendix 1 be agreed.
- (c) That delegated authority be given to the Executive Director Children's Services, in consultation with the Executive Director Adult Services and the Lead Member (Education and Children's Services), to procure a provider for delivery of the programme and award a contract to the successful bidder.
- (d) That the Individual Placement and Support (Substance Use) (IPSSU) grant from the Office of Health Improvement and Disparities (OHID) of £805,834 for a delivery period of 1 April 2024 to 31 March 2026 across all six Berkshire local authorities be accepted. (Figures exclude an uplift for 2025/26 to be advised by OHID).
- (e) That it be agreed that Slough Borough Council should be the lead authority for the IPSSU grant and delegate authority to the Executive Director Children's Services, in consultation with the Lead Member (Education and Children's), to enter into an inter authority agreement with the other Berkshire local authorities.

115. Children and Young People's (Placement) Sufficiency Strategy - update

The Lead Member for Education and Children's Services introduced a report the updated the Cabinet on the Children and Young People's Placement Sufficiency Strategy that had been approved by Cabinet in November 2023.

The Council had a duty to ensure that its children in care had suitable accommodation within the local authority's area that met the needs of children. It was noted that since July 2023 four children had stepped down from foster care, returning home following a 'Placement with Parent' assessment and support package in place. Five fostering households had been approved during the financial year include two since approval of the

strategy in November. There had been a net increase in the overall number of fostering households from 45 to 47 and further applications were in progress.

The Executive Director, Children's Services stated that the report reflected the good practice being undertaken and provided assurance that Slough Children First was achieving the savings as identified within the SCF Business and Improvement Plan.

The update was noted.

Resolved – That the update on the implementation of the Children & Young People's Placement Sufficiency Strategy be noted.

116. Recruitment and Retention of Foster Carers, including benefits of Fostering Friendly Employer status

The Lead Member for Education and Children's Services introduced a report on the steps the Council has and could continue to take to recruit and retain foster carers to ensure Slough's looked after children had safe and secure homes. The steps recommended in the report were aligned to the Children and Young People's Placement Sufficiency Strategy.

Reviewing and increasing the support available to foster carers would help recruit and retain them and meet current and future needs of children requiring foster placements. One of the proposals was for the Council to apply for Fostering Friendly Employer status. The Leader of the Council thanked foster carers in Slough and highlighted the Cabinet's commitment to supporting them in the vital role they played in the town.

The recommendations were approved.

Resolved –

- (a) That the submission of an application for the Council to be granted Fostering Friendly Employer status be agreed.
- (b) That the steps being taken by Slough Children First Ltd to be granted Fostering Friendly Employer status be noted.
- (c) That the wider steps being taken to increase recruitment and retention of foster carers, including encouraging other local employers to adopt Fostering Friendly Employer policies and status be noted.

117. Disposal of Land at Uxbridge Road - Site of Former Rochfords Youth Hostel

The Lead Member for Finance, Council Assets, Procurement and Revenues & Benefits introduced a report that sought approval for the disposal of land at Uxbridge Road, the site of the former Rochfords Youth Hostel, in accordance

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with the Council's Asset Disposal Strategy. The site was a Housing Revenue Account (HRA) asset.

The Cabinet considered the Part II appendix that set out details of the disposal during Part I of the meeting without disclosing any of the exempt information.

The proposed sale had been subject to due diligence and reflected best consideration reasonably obtainable for the disposal. The site had been declared surplus by the Cabinet Committee in January 2023 and further approval was now required to proceed with the recommended offer for a freehold disposal to a developer purchaser. The former youth hostel had been demolished several years ago and the site was vacant. The sales process was summarised and the preferred bidder was seeking to purchase the site with a view to bringing forward a residential led scheme. The site was in a poor state and attracted fly tipping.

After due consideration, the Cabinet agreed the recommendations to dispose of the site.

Resolved –

- (a) That the site be declared surplus to housing requirements.
- (b) That the Council sale of Land at Uxbridge Road – Site of former Rochfords Youth Hostel as shown on Appendix 2 to the bidder named in Appendix 1 be agreed.
- (c) That delegated authority be given to the Executive Director of Property, Planning and Housing, in consultation with the Lead Member for Financial Oversight and Council Assets and the Executive Director of Finance and Commercial, to negotiate the terms of and enter into the contract and any associated documentation in connection with the disposal consistent with the disposal report and Heads of Terms appended at Confidential Appendix 1.

118. Disposal of Former Police Station, High Street, Langley, Slough

The Lead Member for Finance, Council Assets, Procurement and Revenues & Benefits introduced a report that sought approval for the disposal of a vacant site – the former Police Station, High Street, Langley. The site was held as a Housing Revenue Account (HRA) asset.

The Cabinet considered the Part II appendix that set out details of the disposal during Part I of the meeting without disclosing any of the exempt information.

The site was considered to be surplus to housing requirements and by disposing of the site the cost of maintenance of the land would no longer fall to the HRA and a capital receipt would be generated. Due diligence had

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taken place and the proposed sale reflected best consideration reasonably obtainable for the asset. The site history was summarised and it was noted that whilst the Cabinet had received reports several years ago about potential uses of the site for housing and community facilities it was noted that the current, approved HRA Capital Programme did not include any redevelopment costs for the site.

The Cabinet noted the process undertaken to market and dispose of the site. The preferred bidder was buying the property as a development led opportunity and was likely to seek residential led options for the site. A Lead Member commented that the future development needed to properly address any residents concerns about parking and waste issues and it was responded that these issues would be matters for the planning process.

After due consideration, the recommendations were agreed.

Resolved –

- (a) That the site be declared as surplus to housing requirements.
- (b) Agree to the Council sale of the site referred to in Appendix 1 and known as the Former Police Station, High Street Langley to the bidder named in Appendix 1.
- (c) Delegate authority to the Executive Director of Property, Planning and Housing, in consultation with the Lead Member for Financial Oversight and Council Assets and the Executive Director of Finance and Commercial, to negotiate the terms of and enter into the contract and any associated documentation in connection with the disposal consistent with the disposal report and Heads of Terms appended at Confidential Appendix 1.

119. References from Scrutiny

There were no references from scrutiny.

120. Exclusion of Press and Public

All business was conducted in Part I of the meeting without disclosing any of the exempt information, therefore it was not necessary to exclude the press and public.

121. Disposal of Land at Uxbridge Road - Site of Former Rochfords Youth Hostel - Appendix

Resolved – That the Part II appendix be noted.

122. Disposal of Former Police Station, High Street, Langley, Slough - Appendix

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Resolved – That the Part II appendix be noted.

Chair

(Note: The Meeting opened at 6.45 pm and closed at 7.50 pm)

Slough Borough Council

REPORT TO:	Cabinet
DATE:	15th April 2024
SUBJECT:	Slough Adult Social Care Strategy 2024-29
CHIEF OFFICER:	Marc Gadsby, Executive Director People Adults
CONTACT OFFICER:	Marc Gadsby, Executive Director People Adults
WARD(S):	All
PORTFOLIO:	Cllr Anna Wright, Adult Social Care, Mental Health and Learning Disabilities
KEY DECISION:	YES
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES

APPENDICES:**Appendix 1 – Equalities Impact Assessment****Appendix 2 - Adult Social Care Strategy****1 Summary and Recommendations**

This report requests approval of the Slough Adult Social Care Strategy 2024-29. The Strategy sets out the Council’s vision for working with people in Slough. It builds on work undertaken to date and describes the direction for Adult Social Care and how it intends to work with residents, service users and partners, such as health, the voluntary and community sector and care providers, to deliver the Strategy.

The aim of the strategy is to help everyone know what to expect from Adult Social Care. It focuses on developing care and support options, not only for current and potential service users and those close to them, including advocates and unpaid carers, but in relation to all residents, in offering a proactive and partnership approach to prevention and early intervention.

The Strategy has been informed by feedback from engagement to develop the Older People Strategy, Carers Strategy, Learning Disability Strategy and our Autism Strategy. It has also been informed through engagement with our Co-Production Network who reaffirmed their agreement to the 7 priorities within the Strategy including expansion of the priority in relation to Integration.

Residents told us about what is important to them; opportunities for all people to access information and support, that we must work hard at engaging hard to reach communities to understand their needs and what works best for them and that residents need a personalised and tailored approach to care and support. Residents also told us that integration must mean more than with our health partners and must include all of our connections such as housing, the voluntary sector, experts by experience and others who have valuable contributions to make in the work of Adult Social Care in Slough. Lastly but importantly, representatives of the Co-Production Network told us that we must seek to have in place a diverse workforce, representative of our community and capable of meeting the needs of all our residents.

Recommendations:

Cabinet is recommended to approve the Slough Adult Social Care Strategy 2024-29 set out at Appendix 1.

Note; the Adult Social Care Strategic Board will be responsible for monitoring the implementation of the Strategy

Reason:

To ensure that an overarching Adult Social Care Strategy which captures our approach towards delivering adult services in Slough is in place.

Commissioner Review:

“The commissioners are content with the recommendations in this report”.

2 Report

Publishing the Adult Social Care Strategy 2024-29 contributes to the following priorities:

Slough Corporate Plan

A town where residents can live healthier, safer and more independent lives

- Working with partners to target health inequalities and promote well-being.
- Supporting residents to be as independent as possible whilst providing quality services for the most vulnerable.

Staying healthy, remaining independent and living at home for as long as possible are important elements in achieving a good quality of life. For some, this is likely to be more challenging than for others, and multiple factors, including health inequalities,¹ can affect the extent to which this is possible.

Our Corporate Plan sets out a vision for Slough where **residents can live healthier, safer and independent lives**. This Strategy describes 7 key priorities to support this vision and to address the particular needs of those who might require additional support. These priorities were borne out of national and local drivers set out in the JSNA and Observatory Data and importantly through consultation with the Co-Production Network.

Slough Wellbeing Strategy 2022-25

Priority 2: Integration

- Increase the number of people living independently at home and decrease the proportion living in care homes.
- Increase the number of people who are managing their own health and care needs.

¹ Health inequalities are described the NHS as unfair and avoidable differences in health across the population, and between different groups within society. These include how long people are likely to live, the health conditions they may experience and the care that is available to them. The conditions in which we are born, grow, live, work and age can impact our health and wellbeing. These are sometimes referred to as wider determinants of health. [NHS England » What are healthcare inequalities?](#)

2.1 Options considered

Option	Pros	Cons
<p>Option 1</p> <p>Approve and implement the Adult Social Care Strategy 2024-29.</p> <p>Recommended</p>	<p>Up to date Adult Social Care Strategy in place which is informed by resident engagement.</p>	<p>No clear disadvantage to approving and implementing the Strategy.</p>
<p>Option 2</p> <p>No Adult Social Care Strategy in place.</p> <p>Not recommended</p>	<p>No advantage in not having an Adult Social Care Strategy in place.</p>	<p>Missed opportunity to implement an effective strategy which is aligned to the Corporate Plan and the Slough Wellbeing Strategy and thereby supports the delivery of broader corporate objectives</p>

Option 1 is recommended

Background

The Adult Social Care Strategy 2024-29 sets out the Vision for Adult Social Care to achieve our ambition and help resident`s live more independent, healthier and safer lives:

“To improve the outcomes of our residents and their carers by enabling people to do more for themselves, focusing on people`s strengths even at points of crisis in their lives, by connecting them to their interests and communities and a network of wellbeing, care and support services.”

Adult Social Care`s core purpose is to support people to live with the people they love in the place they call home, doing things that matter to them in communities that are welcoming, where people look out for one another.

The Strategy sets priorities which underpin the work of Adult Social Care. These priorities keep focus on what is important and what Adult Social Care is continuing to work towards to deliver its core purpose and achieve its Vision. It includes a range of work-streams and activities which set out what ASC will do to deliver its priorities, as well as how ASC will measure success. A summary of activities and measures are included in the delivery matrix below, full details are set out in the Strategy document. Delivery of the Strategy will be overseen by the Adults Board.

ADULT SOCIAL CARE STRATEGY	DELIVERY MATIX	ADULT SOCIAL CARE STRATEGY	DELIVERY MATIX
Priorities	Work-streams	Activities and Action	How we measure success Think Local, Act Personal and measures:
<p>Embed Co-Production at the heart of care and support.</p>	<p>Working Together</p> <p>We want to further develop our current positive approach to co-production and embrace a healthy partnership between the people who work as part of the system and our residents.</p>	<p>We will agree new terms of reference for our Co-Production Network and confirm governance arrangements and create a yearly action plan which underpins our strategic aims.</p> <p>We will review our approach co-production and design to ensure that we have an inclusive membership and build a framework which supports us to move to truly co-designed services with co-defined outcomes</p> <p>We will continue to develop and implement our approach to connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.</p>	<p>Terms of reference, governance and schedule (2024/25 and reviewed annually) for Co-Production Network (CPN) will be agreed by July 2024 Co-Production Network Action plan will be created September 2024</p> <p>TOR and Review timetable for membership of the Network will be in place by July 2022</p> <p>Connections with leaders of hard-to-reach communities and groups will have been made and agreement reached for a new method of approach for meaningful engagement in place by December 2024</p> <p>Be asset-based and geared to promoting people's independence – we support people in building capacity to access and use information, and to manage their own care and support</p>
<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Safeguard our Vulnerable Population</p>	<p>Transformation</p> <p>Adult Social Care has had in place a wide-ranging transformation programme which has recently been reviewed and refreshed</p>	<p>We will embed a model of care and support that focuses on prevention, works with people's strengths and assets, that engages partners internally in the council, with health services and the voluntary sector, and with residents themselves.</p> <p>We will communicate with all stakeholders the importance of realising the benefits of the programme on the impact of outcomes for residents and fully engage their support and commitment</p> <p>We will establish a new transformation board from April 2024 to oversee the delivery our key strategies and measure their effectiveness.</p>	<p>Proportion of new service users that received a short-term service during the year where the sequel to service was either no ongoing support or support at a lower level (%). In 2022/23 the outturn was 63% (161/256) for this measure, relative to an England average of 77.5% and a Southeast average of 77.7%. 2023/24 annual performance is reported in June 2024.</p> <p>Rolling programme of residents' communication, engagement and consultation agreed and published including statutory annual surveys: Carers and Service Users, outcome to report to the Adults Board for review</p> <p>Adult's Board terms of reference and membership developed by June 2024</p> <p>Be joined up and efficient – our information and advice provision is coherent, and people can access support easily.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate</p>

<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Enable people to manage their own care and support needs</p>	<p>Strategies</p> <p>We have several key strategies that we will deliver over the next 3 years: Older People, People with Learning Disabilities, Carers and People with Autism.</p>	<p>We will establish steering groups comprised of service users and their family members and professional stakeholders to oversee the implementation of new and refreshed strategies.</p> <p>We will review how we involve residents in the work that we do to ensure that we are connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.</p>	<p>Action plans contained within the strategies will be implemented and reports into Cabinet on an annual basis will highlight positive progression with tasks</p> <p>Consultation with providers and with the co-production network on a refreshed Market Position Statement 2024-27 will have been completed</p> <p>Be preventative – we offer people early advice about how to manage their own health and help them to plan ahead.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate</p>
<p>Progress Integration</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Integration</p> <p>We want to continue to collectively plan health and care services to meet the needs of our residents. But we also want integration to include our work with our Council colleagues in Housing, Public Health, Leisure, and Environmental Services.</p>	<p>Review the TOR for the Health and Social Care Partnership Board</p> <p>Agree membership for a working group with representation from Housing, Leisure, Public Health and Environment to identify all opportunities for further integration and set out a work plan for delivery</p>	<p>Contributions through the Health and Care Partnership to the Health and Well-being Board, including TOR of the Health and Social Care Partnership Board will be completed by July 2024 and monitored quarterly at Adults Board Review and renew our opportunities for collaboration and development with all our partners and consider integration in its widest sense will be shared and reviewed quarterly by the Adults Board</p> <p>Be asset-based and geared to promoting people's independence – we support people in building capacity to access and use information, and to manage their own care and support.</p>
<p>Safeguard our Vulnerable Population</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Quality Assurance</p> <p>We aim to keep our services under ongoing review to provide assurance to ourselves, our residents and others that our services are safe, effective, caring, responsive and well-led.</p>	<p>Embed new and refreshed systems, processes and tools towards quality assuring providers, addressing quality concerns and ensuring continuous improvements</p> <p>Relaunch a rolling programme of 'Care Connected' provider forums for regulated and non-regulated care providers.</p> <p>Build upon existing relationships with the CQC, health and local authority partners to ensure a joined-up approach towards working with providers.</p>	<p>We will agree a schedule and process of quality assurance review so that we know what is working and what is not and take the appropriate steps for improvement including from complaints. Monthly performance item reporting to Adult's Board from April 2024</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>
<p>Enable people to maintain their health and wellbeing.</p> <p>Progress Integration</p>	<p>Prevention</p> <p>One of our most important responsibilities is prevention. By working with people early we can support them to remain independent in their home and community.</p>	<p>We will assess and evaluate the effectiveness of our tiered preventative approach to support residents to manage their own health and wellbeing needs as far as possible and reduce demand for adult social care.</p> <p>We will continue to embed strength-based practice across our service to ensure the best outcomes for individuals, drawing upon their own abilities and the assets available to them within the local community</p>	<p>Improved performance across: In Slough, 7% of the requests result in Ongoing low-level Support*(Jan24 rolling average), compared to 13% England and 13% Southeast 2022/23 averages, which are the most recently available published benchmarks.</p> <p>In Slough, 25% of the requests result in Short-term care: Other^(Jan24 rolling average), compared to 7% England and 5% Southeast 2022/23</p>

		<p>We will fully implement our new adult social care front door service, including community connectors, to ensure effective signposting to alternative support</p>	<p>averages, which are the most recently available published benchmarks.</p> <p>In Slough, 13% of the requests result in Universal services/Signposted to other services (Jan24 rolling average), compared to 27% England and 30% Southeast 2022/23 averages, which are the most recently available published benchmarks.</p> <p>Be preventative – we offer people early advice about how to manage their own health and help them to plan</p>
<p>Safeguard our Vulnerable Population</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Safeguarding</p> <p>We will continue to protect all residents from abuse, neglect or exploitation, and ensure their views inform any action taken where possible.</p>	<p>Safeguarding practice is person-centred, and outcome focused.</p> <p>We are working collaboratively to prevent abuse and neglect where possible.</p> <p>We, and all agencies and individuals give timely and proportionate responses when abuse or neglect have occurred;</p> <p>Safeguarding practice is continuously improving and enhancing the quality of life of adults in Slough</p>	<p>Percentage of safeguarding referrals that convert to section 42</p> <p>Continuous timetable in place promoting safeguarding awareness with our residents, partners and staff; Safeguarding Board to review practice, process and progress against agreed actions quarterly</p> <p>To increase the recording of ethnicity of safeguarding concerns in order to better identify the promotion of adult safeguarding across the Slough population, particularly in relation to black and ethnic minority communities</p> <p>Continuing to review and improve the validity and reliability of ASC Safeguarding Data Reporting monthly to Adults Board</p> <p>Be personalised – we recognise that everyone’s needs and assets are different, and that while many people are able to research things for themselves, others need more in-depth help including advocacy.</p>
<p>Create a sustainable workforce</p>	<p>Working in Adult Social Care</p> <p>Staff are our greatest asset and are already committed ambassadors of the local adult social care workforce in Slough. We have in place a workforce with the right values and behaviours to work creatively within our culturally rich and diverse town. We want to continue to build on this to ensure that our workforce is representative of the residents we support.</p>	<p>We are committed to our rolling Apprenticeship schemes and want to further develop and embed our career pathways, opportunities, and avenues for development, and ensure these are sustainable in the long-term so that we can attract, as well as retain highly skilled and committed individuals.</p>	<p>Comprehensive, sustainable and deliverable workforce strategy in place September 2024</p> <p>Be asset-based and geared to promoting people’s independence – we support people in building capacity to access and use information, and to manage their own care and support.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>
<p>Enable people to manage their own care and support needs</p> <p>Safeguard our Vulnerable Population</p>	<p>Equality and Diversity</p> <p>We want to foster an environment in which a person has an equal entitlement to high quality services, employment and opportunities for personal development, regardless of ethnic or racial origin, religion or belief, disability, age,</p>	<p>Deliver our statutory responsibilities as part of our Public Sector duty</p> <p>Ensure the Adult Social Care Equalities in Commissioning strategy is delivered</p> <p>We want to do more to address inequalities in experience and outcomes</p>	<p>We will adhere to the equalities in commissioning statement and continue to contribute towards the Corporate Plan to address health inequalities</p> <p>Completion of Equality Impact Assessments for significant changes within the Department, to be reviewed annually by the Adults Board</p> <p>We will have improved our understanding of the communities in</p>

<p>Create a sustainable workforce</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>gender, gender reassignment, sexual orientation or family circumstance</p>		<p>Slough, including better data about who is and isn't accessing services Continuing throughout 2024</p> <p>We will have reached out to communities to understand how to improve access and create more inclusive services and co-designed an action plan to respond to this Linked to Co-Production Network plan to deliver; monitored via Adults Board</p> <p>Be personalised – we recognise that everyone's needs and assets are different, and that while many people are able to research things for themselves, others need more in-depth help including advocacy.</p>
<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Enable people to manage their own care and support needs</p>	<p>Data and Intelligence</p> <p>We want the information we collect to be valid and reliable, to be managed safely and to add value to the work that we do.</p>	<p>More information shared effectively between professionals more time and resources</p> <p>More time can be focused on providing high quality, personalised care and support</p> <p>Using data to gain greater understanding of people's care journeys - whether that be for people who draw on care or unpaid carers</p> <p>Use data to identify good practice, areas for improvement and research into how care is commissioned, provided and integrated with healthcare and better management and oversight of the health and care system at local, regional and national levels</p>	<p>We will have in place a system whereby data collections are transparent and impose minimal burden by September 2024</p> <p>We will have robust systems in place via performance dashboards where data is routinely made available and used by those who need it by September 2024</p> <p>The Slough Data Strategy Group and Information Governance Board continue to monitor and plan for the milestones in digitalisation mapped out in 'Care data matters.' and will report progress quarterly to the Adult Board</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>

3. Implications of the Recommendation

3.1 Financial implications

Whilst there are no financial implications directly relating to the decision to approve Adult Social Care Strategy per se, the proposed interventions therein need to be subject to proper due diligence and financial appraisal. That said, it is intended that implementation of the work-streams will attract cost efficiencies to the Council and deliver on our best value duties.

It is anticipated that by implementing the above principles and work-streams, and by closely monitoring and ensuring delivery of the outcomes, we will be more efficient in our services and as a result deliver a range of savings across the various work activities.

For example, promoting independence through increasing the use of assistive technology, progressing integration through the establishment of a more robust customer journey across health and social care, preparing more effectively to meet the needs of residents with more complex needs, or by developing and utilising data and intelligence as business as usual.

It is recognised that the Adult Social Care Strategy must adhere to the agreed budget allocation across the Directorate, therefore, any work-streams need to be modelled as either cost avoidance or cost efficiencies across the Directorate. However, any significant investment within either the Capital Programme or General Fund will need to be requested through the appropriate official Cabinet reporting process.

This Strategy will allow us to build on our work to provide financial sustainability for the Council and embed good practice for local government: living within our means, balancing our budget and being honest and open about the difficult decisions that we will need to make over the coming years.

The current total budget for 2023/24 for Adult Social Care & Public Health is a net budget of £28.4m. This is a cash limited budget.

	£m
Gross Expenditure	56.1
Income	(27.6)
Net Expenditure	28.4

The gross expenditure budget includes £42.9m (77% of the budget) which is expended on care and support services that are commissioned externally from both private and voluntary sector providers through contractual arrangements. The remainder of the budget funds frontline services and operational costs.

3.2 Legal implications

The Care Act 2014 contains duties to actively promote wellbeing and independence and to provide services, facilities or resources to prevent, delay or reduce the need for care and support. This prevention duty is distinct from the assessment and meeting eligible needs duties.

- 3.2.1 The Care and Support Statutory Guidance refers to the prevention and promoting wellbeing duties as aimed at individuals with no current particular health or care and support needs. Universal services include, but should not be limited to information and advice. Services can include supporting safer neighbourhoods, promotion of healthy and active lifestyles, reducing loneliness or isolation and encouraging early discussion in families.
- 3.2.2 Effective intermediate and reablement services are also referred to in the Guidance as key to delaying the need for care and support services. These are services often provided at the point of leaving hospital for a limited period of time and are excluded from personal budgets. They are an effective way of preventing needs escalating and supporting individuals to maintain or regain the ability to live independently. There is a key action on ensuring reablement services are delivering value for money and meeting the needs of the population.
- 3.2.3 The Guidance refers to the need for strategies and plans to be aligned with other Council strategies and to take account of local differences. This requires the following principles to be met:

- involvement of local people who use the services and representative organisations,

- ensuring services are available at the right time in a range of formats and channels, meeting the needs of distinct groups,
- being clear, comprehensive and impartial,
- being consistent, accurate and up to date,
- being based on detailed analysis,
- directing people to sources of further information,
- being used to inform future planning,
- ensuring appropriate quality assurance and review, including customer feedback to make sure the Council learns from experience and continuously improves.

3.2.4 The Adult Social Care Strategy has been produced following consultation and engagement with residents. It will be reviewed by the Adult Social Care Strategic Board to ensure it continues to meet the needs of the population and focuses limited resources in the right areas.

3.3 Risk management implications

3.3.1 Overall, the risks associated with approving the Adult Social Care Strategy are set out below.

Risk	Assessment of Risk	Mitigation	Residual Risk
Insufficient capacity to deliver all work-streams whilst also preparing for CQC inspection and delivering business as usual	Medium	Recruitment as above Identified resource to support CQC preparation Constant review of all ASC including to identify and respond to pressure points	Low/Medium
Insufficient staffing resource to implement the work-streams within the strategy.	Medium	Recruitment to any vacant posts and staff retention endeavours. Acknowledgement that progress might be negatively impacted if staffing resource is affected.	Low / Medium
Lack of staff awareness and ownership of the Strategy	Medium	Planned Staff Briefings Department Away Days Team Meetings agenda item Supervision and information sharing	Low / Medium

<p>Insufficient budget to support any commissioning intentions or new activities arising out of the Adult Social Care Strategy work-streams</p>	<p>High</p>	<p>Budget availability to be confirmed in advance of commencement of any particular commissioning project.</p> <p>Ensuring best value considerations.</p> <p>Robust analysis as part of project of effectiveness and efficiency of any existing current supply.</p>	<p>Medium</p>
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3.4 Environmental implications

There are no environmental implications

3.5 Equality implications

Approval and implementation of the Adult Social Care Strategy should have a positive impact in regard to all protected characteristics. Many residents self-care or care for a loved one. It is intended that the Strategy will have a positive impact upon their lives by supporting individuals to manage their own health and wellbeing needs and to access the right support at the right time. This applies to residents of any sexual orientation, including people who are married or in a civil partnership.

A full Equalities Impact Assessment is set out at Appendix 1.

4. **Background Papers**

None

Appendix 1

Equality Impact Assessment

Directorate: Adult Social Care (Adults)	
Service: Adult Social Care Strategy 2024-29	
Name of Officer/s completing assessment: Michelle Witham	
Date of Assessment: 19/12/23	
Name of service/function or policy being assessed: Older People	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The Strategy sets out how the Council, working with its partners, will support and encourage residents to manage their own health and wellbeing, and ensure that that right support is known about and available at the right time. It is also intended to focus on work in relation to the quality of services, the experiences of service users and to promote integration, transformation and equality and diversity.</p> <p>The aim of the Strategy is to support people to live with the people they love in the place they call home, doing things that matter to them in communities that are welcoming, where people look out for one another.</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>Delivery of the work-streams contained within the Strategy will be overseen by The Adult Social Care Board</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 Strategy affects Residents in Slough.</p>		
	Characteristic	Positive , Negative, Neutral or	Rationale for Assessment

		Unknown Impact	
	Age	Positive	Older people. It is intended that the Strategy will have a positive impact upon their lives by supporting individuals to manage their own health and wellbeing needs and to access the right support at the right time .
	Disability	Positive	Some residents will have a disability. The Strategy therefore directly benefits disabled people as it seeks to address and prevent the need for formal support and work in an integrated away across the NHS and Social Care, housing, and with all other partners internally and external to the Council
	Gender Reassignment:	Positive	The Strategy will benefit all residents including those who have undertaken gender reassignment.
	Marriage and Civil Partnership:	Positive	Many residents support a partner. The Strategy is likely to have a benefit upon those who are married or in a civil partnership as it will support residents within their caring roles.
	Pregnancy and maternity:	Positive/ Neutral	N/A
	Race:	Positive	The Strategy sets out to inclusively understand the difficulties which residents with protected characteristics can experience. The Strategy should have a positive benefit.

	Religion and Belief:	Positive	Residents of any religion and belief should benefit from the Strategy.
	Sexual orientation:	Positive	Residents of any sexual orientation should benefit from the Strategy.
	Other:	Positive	
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>Better support to individuals across all equalities categories to enable residents to receive the right support at the right time.</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>There will be no negative impact.</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 has been a range of engagement activities to support the development of the Strategy including the Priorities. The Strategy contains a commitment to gather further information on the needs of residents from diverse communities in order that we understand the needs of residents in Slough.</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>The Strategy has been shaped by engagement with the Co-production Network and outcomes from Community Engagement events for inclusion in all ASC strategies</p>		

8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>A demonstrable commitment to delivering the strategy should 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>There are no identified negatives.</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>The impact of the Strategy will be overseen and monitored by the Adult Social Care Board</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.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

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Name: Michelle Witham Signed:(Person completing the EIA)	
Name: Signed:(Policy Lead if not same as above)	
Date: 18 ^h March 2024	

Adult Social Care Strategy 2024-2029

Our strategy for Adult Social Care 2023-2028

Our strategy

This strategy sets out our vision for working with people in Slough. It builds on work undertaken to date and sets out the direction for Adult Social Care and how we intend to work with residents, service users and partners such as health, the voluntary and community sector and care providers. It puts residents at the centre of our plans and gives direction for colleagues who work within or alongside adult social care. It will help everyone know what to expect from adult social care.

Our vision and strategy focus on offering a proactive approach to prevention and early intervention for all residents, as well as developing care and support options for current service users and those close to them.

Our full set of strategic aims are supported by a range of significant partnership working, as well as co-production with representatives of the local community. At partnership level our objectives are set out in Slough's Wellbeing Strategy 2021-26 [Slough Wellbeing Strategy 2021-2026](#), and Safeguarding Leaders Group Strategic Plan 2023-25 [safe in slough strategic plan may 23.pdf](#). Our Equalities in Commissioning position statement 2023-26 [equalities-in-commissioning-2023-2026 \(slough.gov.uk\)](#) clarifies our commitment to tackling inequalities in health and care access and outcomes. The Market Position Statement 2024-27 (currently being consulted upon) sets out how we wish to develop the local market to ensure that there is the right type of provision locally to meet demand. These documents can be found on our website.

Adult Social Care must achieve its full range of strategic aims whilst at the same time making significant savings year on year to balance the budget and deliver best value for taxpayers and service users.

Our vision for adult social care in Slough

We have proposed an overall vision for adult social care which will guide and help us to achieve our ambition to help residents live more independent, healthier and safer lives.

“To improve the outcomes of our residents and their carers by enabling people to do more for themselves, focusing on people’s strengths even at points of crisis in their lives, by connecting them to their interests and communities and a network of wellbeing, care and support services.”

This vision is underpinned by a range of strategies and work-streams which set out services and support we commission, unilaterally and also with partners. This includes strategies relating to groups of people (such as Carers, people with Autism, people with Learning Disabilities and Older People) and activities and plans relating to services (such as Public Health services, Preventative services and the Better Care Fund).

Some of the services and support outlined in the above strategies are delivered by ASC Operational staff. Some are provided either with or solely by partners in health, community and voluntary services, and some by organisations we do not commission but do signpost people to who may not meet eligibility criteria for funded support. This includes people who are self-funders and those with no recourse to public funds.

Our core purpose

Our core purpose is to support people to live with the people they love in the place they call home, doing things that matter to them in communities that are welcoming, where people look out for one another.

We know that our work plays a crucial role in supporting people to remain healthy, safe, and independent in their communities, whether that be through the provision of information and advice, access to universal or prevention support, or more intensive support for those who need it.

The Care Act 2014 sets out our responsibilities as a local authority for understanding and meeting people’s needs. We remain committed to delivering care in line with the Care Act’s statutory guiding principles, which are:

- Clearer and fairer care and support to both service users and carers
- Improved physical, mental and emotional wellbeing of both the person needing care and their carer
- Preventing and delaying the need for care and support
- Putting people in control of their lives
- Improved and more personalised approaches to safeguarding for both the carer and the cared for person.

Our role in leading adult social care has not changed, but you will start to see that we will be working differently during the lifetime of this strategy. We are responsible for making sure that people can choose how their support is provided, that it meets their needs, and is well co-ordinated and effective. We want to be part of ensuring the people of Slough get the opportunity to lead the lives they choose.

Our priorities

We have set out a range of priorities to work to which underpin all that we do, are embedded in all our adult social care strategies and our range of different work streams. These priorities help us to keep focus on what is important and what we are continuing to work towards.

- **Enable people to maintain their health and wellbeing.**
We will continue to work with our partners such as Health, the Voluntary & Community Sector, and communities, to support people with their health and wellbeing
- **Prevent the need for take up of adult social care.**
We have developed a range of effective preventative services for the whole community and will continue to evaluate these services
- **Safeguard our Vulnerable Population**
We will continue to focus on people's safety as a priority in everything we do
- **Embed Co-Production at the heart of care and support.**
We will continue our work in partnership with residents to develop our services to ensure they meet the needs of the community. We will continue to work with communities to develop skills and knowledge so that residents are better placed to flourish from the wide range of opportunities available in Slough, as well as being better equipped to meet their own needs where possible
- **Enable people to manage their own care and support needs**
Through commissioning and market shaping, we will have a personalised, strengths-based approach to care, encouraging independence and utilising assets within people's own communities. We will continue to assess and evaluate services we deliver and/or commission.
- **Progress Integration**
We will further progress integration of health and social care through our existing partnerships arrangements and through delivery of key commissioning strategies. We will extend our approach and look to our wider Council colleagues in housing, public health, leisure and environment to capture all opportunities that benefit our residents
- **Create a sustainable workforce**
We will continue to promote social care, making it more attractive as a career and ensure we have the right leadership capability and capacity to do this

How we can achieve this

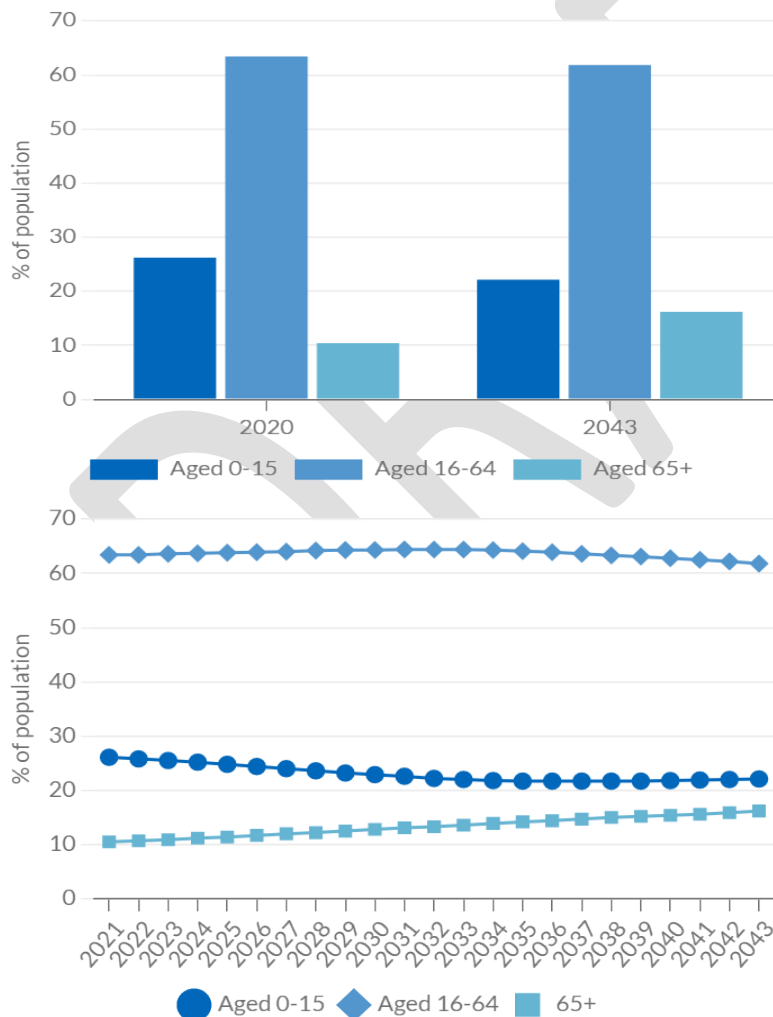
We can achieve our vision and deliver our priorities if we continue to work together with the people we support and their carers. The strategies, action plans and progressive work streams we have in place are supporting us in driving these outcomes; by setting out what we want to achieve, and defining how success will be measured, it will provide the residents of Slough with the template to better hold us to account.

Local Challenges

Over the past decade Adult Social Care costs in England increased by £8.5 billion, while total funding (including the Better Care Fund) only increased by £2.4 billion. In July 2021, Slough Borough Council issued a report which advised that the Council faces a financial situation of an extremely serious nature, under section 114 of the Local Government Finance Act 1988. In November 2021 the Department for Levelling Up, Housing and Communities (DLUHC) appointed commissioners to oversee the necessary improvements for the Local Authority. A council-wide 3 year Improvement and Recovery Plan was approved by DLUHC. [Slough Borough Council: external assurance review - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/100421/slough-borough-council-external-assurance-review-2021.pdf)

Our Population Data

Slough has a population of 158,495 which has increased by over 13% over the last 10 years. Slough's population is one of the youngest in England with nearly 28% of the population aged under 18, compared to 21% nationally. While the proportion of working-aged adults in Slough is higher (63%) than England's (61%), the proportion of people aged 65 and over is significantly lower at only 10% of the population. People aged 65 and over make-up 18% of the population nationally

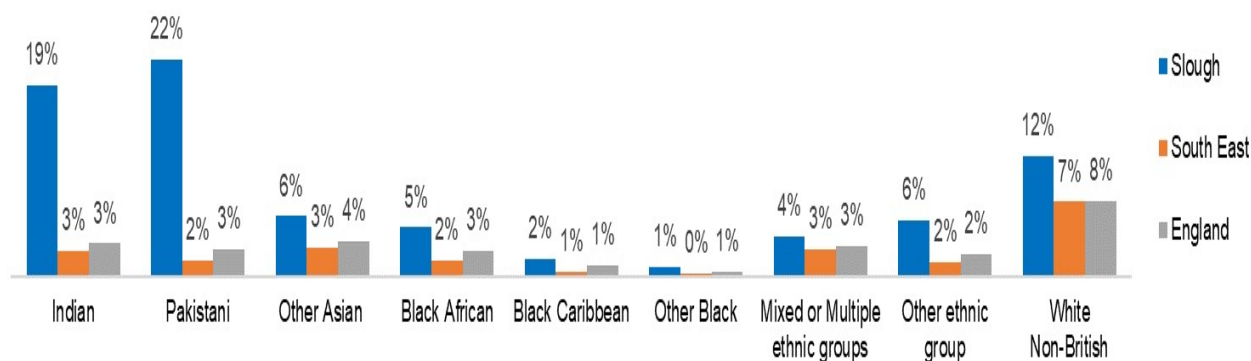


Life Expectancy

Slough’s male life expectancy and healthy life expectancy continue to be significantly worse than national and regional rates. Boys born in Slough today can expect to live to 78 and will spend approximately 26% of their life in poor health (20 years). Slough’s female life expectancy is similar to national rates and also higher than males. However, healthy life expectancy is significantly worse than national and regional rates. Girls born in Slough today can expect to live to 82 and will spend approximately 27% of their life in poor health (22 years).

Minority Ethnic Communities in Slough

Slough is one of the most ethnically diverse local authorities in England with 64% of the population coming from ethnic minority backgrounds (excluding white minorities) in 2021. A further 12% of the population were from a white non-British background. In comparison, 19% of England’s population were from ethnic minority groups (excluding white minorities) and 8% from a white non-British background. People from an Asian background make up 47% of Slough’s total population and are the largest ethnic minority group.



Poverty

Slough is also one of the more deprived local authorities in the Southeast of England, it’s overall deprivation ranking sits within the 5th most deprived decile in England, with seven neighbourhoods among the top 20% most deprived nationally (Ministry of Housing, Communities & Local Government, 2019).

The level and distribution of income, and poverty, are well-known causes of health inequalities within populations. They influence health directly through the goods and services that people buy which can support, or damage, their health. They also influence a wide variety of factors that have an indirect impact on health, including social status and control over unforeseen events. Evidence shows that living in cold homes is associated with poor health outcomes and an increased rise in morbidity and mortality for all age groups (Office for Health Improvement and Disparities 2022). In 2020, 9% of households in Slough were fuel poor.

Working in Adult Social Care

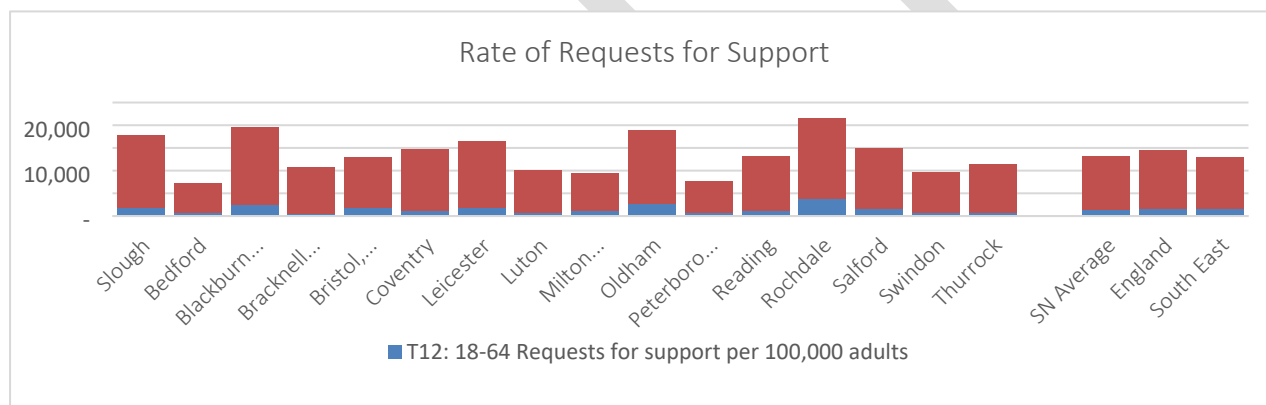
Staff are our greatest asset and are already committed ambassadors of the local adult social care workforce in Slough. We have in place a workforce with the right values and behaviours to work creatively within our culturally rich and diverse town. We want to continue to build on this to ensure that our workforce is representative of the residents we support.

We are committed to our rolling Apprenticeship schemes and want to further develop and embed our career pathways, opportunities, and avenues for development, and ensure these are sustainable in the long-term so that we can attract, as well as retain highly skilled and committed individuals.

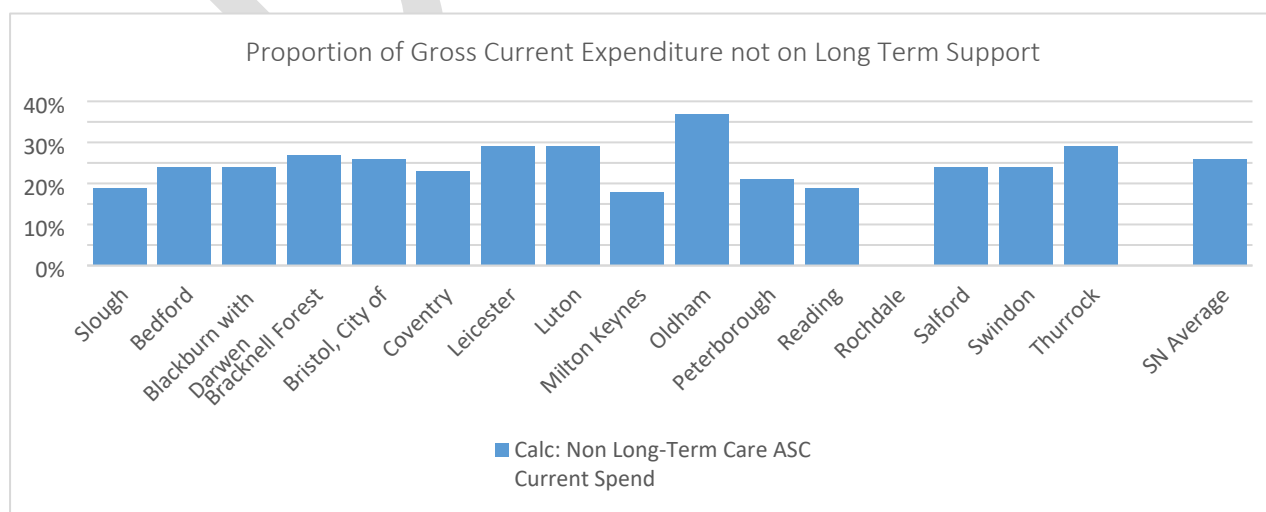
We are updating our workforce strategy to deliver these goals; this will be completed by Summer 2024.

Our Performance

Slough receives significantly more requests for support from Adult Social Care compared to the averages of our statistical neighbours, and we manage and control expenditure on long term care relatively well. A key contributor to this success is the long-term care costs for the 18 – 64 population.



However whilst we are performing well in terms of how much we spend, we want to improve the proportion of our spend not going to long-term support. Increasing our expenditure on short term reablement and recovery interventions to the levels of our comparators will further help to reduce people’s long term needs and support requirements.



Reablement

Much of Adult Social Care's work arises because of crisis, illness and or disability. In responding to these life changes we recognise the value for residents, the wider community and Adult Social Care in maximising people's opportunity to recover and in enabling them to reach their full potential.

Underpinning our reablement first approach is a set of principles to help guide us in our work:

- Optimise people's potential, working in a person-centred way to promote independence
- Focus on supporting people to go home from hospital
- Reduce emergency and unplanned hospital admissions
- Where applicable, mitigate the risk of a hospital admission by providing multi-disciplinary input and services in people's homes
- Make best use of available interim services, health funding and assets within the community
- Interventions are short term, targeted, timely and proportionate
- Promote and work collaboratively as an interdisciplinary team, and with the people we support, their informal carers and system partners
- Promote professional curiosity to deliver better outcomes for Slough's residents, work in a strengths-based way and support innovation
- Foster effective practice and 'systems' that evidence robust decision-making to promote positive outcomes for people
- Staff feel valued and proud that the work they do is making a difference to people's lives and wellbeing.

Assistive Technology

We are excited to continue to develop the innovative opportunities of assistive technology to help us to deliver improved outcomes for residents. We want to embed the use of technology that supports residents to live as independently as possible in all that we do. We have begun a transformational journey, kick-starting the transition from analogue to digital connections and have agreed a set of principles which will underpin our technology first approach:

- A technology first approach will be taken with residents at all contact stages of their contact with us where appropriate
- Work collaboratively with partners and stakeholders to co-produce a high-quality offer
- The process to access technology will be easy and accessible for residents, and will allow choice and control, promoting a dignified approach to residents' care needs
- All adults eligible for social care support will be able to access assistive technology for free
- Clear goals and outcomes will be set when technology is put in place
- The referral process will be simple for staff who will be confident that the outcomes can be met
- Staff will have regular access to learning opportunities to understand the offer and keep up to date
- Regular feedback and data will be gathered and analysed to monitor the impact of the technology

Learning Disabilities Integration

We work closely with our partners on the Frimley Integrated Care Board and Berkshire Healthcare Foundation Trust to provide an effective and seamless service to people with learning disabilities in Slough. Our priorities are set out in the Slough BC Learning Disabilities Strategy 2023-26. The Community Team for People with Learning Disabilities (CTPLD) is made up from both health staff for Berkshire Healthcare Foundation Trust and social care staff from Slough Borough Council. Good working relationships underpin the delivery of our services, but we want to explore greater integration; a Section 75 partnership agreement (a legal joint working arrangement) in the future is our longer-term goal for the service. Feedback from users and carers tells us that a single point of access, integrated pathways, single assessment processes and co-ordinated provision all reduce barriers to receiving an effective service.

The chart below shows the percentage of adults with a learning disability in Slough, who are recorded as living in their own home or with their family, which for both males and females is above the Southeast and the rest of England. We want to continue this excellent work and make sure that we have appropriate and available accommodation and housing types for all service user groups in the future.

Adults with a learning disability who live in stable and appropriate accommodation (2021/22)



Transition

We want to support our young people and their families to be aspirational for their futures. We believe that all young people with a disability, including those with complex needs, should have the opportunity to live as independently as possible, have access to good health and social care services, with employment and educational opportunities as appropriate and to be included in their local communities. We recognise that transition from childhood to adulthood can be a worrying time for young people and their families. It is a time of meaningful change. Educational provision, support services and the way that decisions are made, will all change as a young person becomes an adult. We will work with partners to ensure that young people and their families are supported to actively prepare for their future as adults at an early stage. A new Strategic Transitions Group has been set up to support and oversee the changes needed to improve the experience of transition.

Deprivation of Liberty Safeguards

Deprivation of Liberty Safeguards (DoLS) provide additional protection for adults living in care homes or in hospitals who do not have the capacity to make decisions for themselves about their care or treatment and are not safeguarded by the Mental Health Act or the Court of Protection. There is a legal requirement under DoLS for the managing authority (the care home or hospital) to apply to the supervisory body, which is Slough Borough Council, for a person to be assessed where they believe that they need to be deprived of their liberty for a course of treatment or to prevent them from

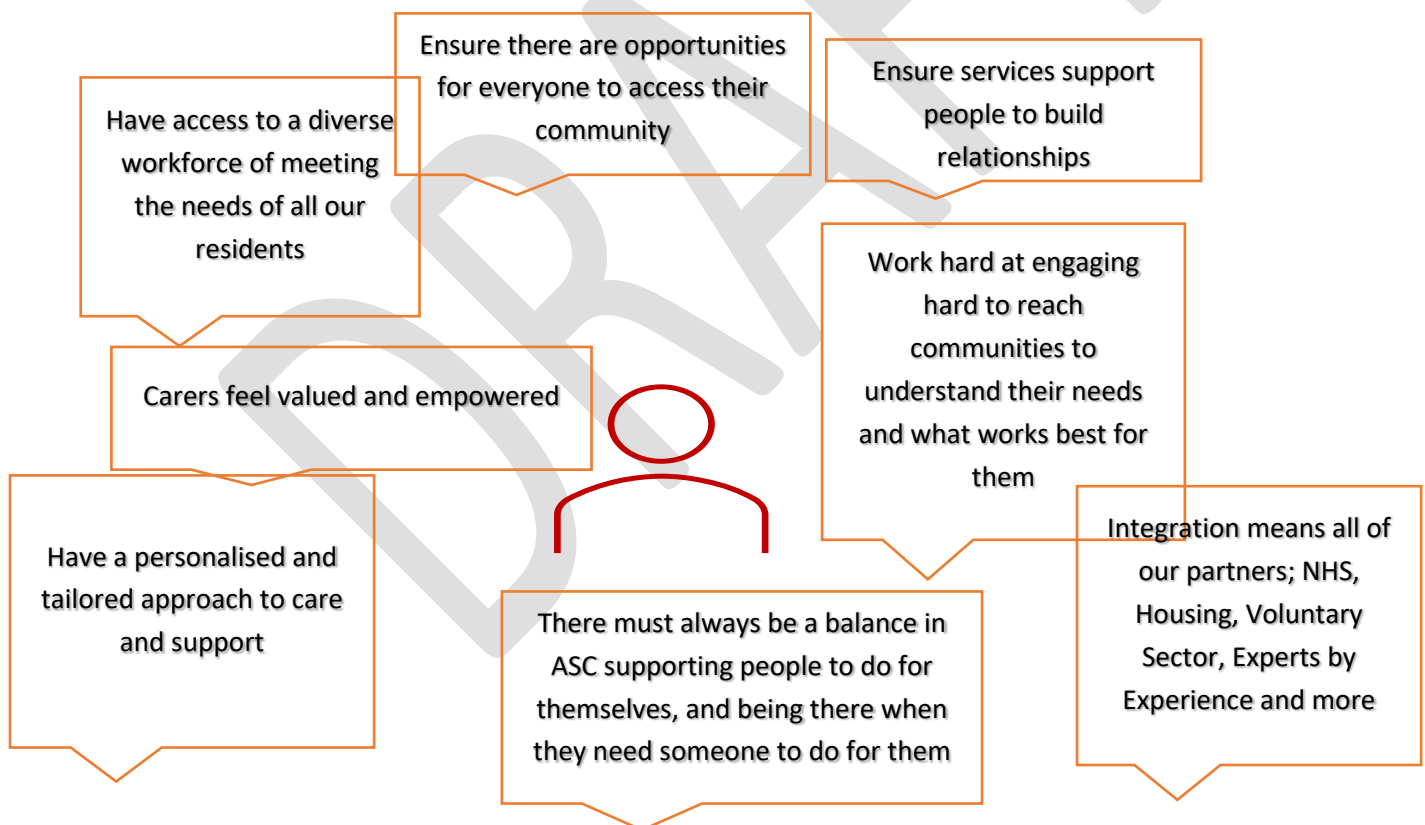
harm. These authorisations can be reviewed by the Court of Protection on objection by or on behalf of the person subject to the deprivation. If the person is living in the community, Slough Borough Council are responsible for applying to the Court of Protection to authorise a person's deprivation in their home. We have begun to review our DOLs service to understand how we are delivering this service, what is working well and to make recommendations about any changes that are needed to improve. We will continue to review our statutory duties in relation to DOLs, including any legislative changes, in any proposals that we make.

What is important to our residents`

The Co-production Network in Slough is made up of local people with experience of using health and social care service and as carers, representatives from Adult Social Care, Healthwatch and Frimley Integrated Care Services (ICS). The group launched in March 2019 to change the way we and our partners find out local people's views about their health and social care services.

The Network and other local groups and representatives have been involved in confirming our priorities and in shaping all our different strategies, including this overall Adult Social Care Strategy. The things that residents told are important to them and that they want included in this strategy are outlined below:

This is a snapshot of the things that residents told us are important to them:



Our ways of working

The way we want to work means that people will experience the Think Local Act Personal (TLAP) principles in practice. It means that we understand our purpose and vision, that we know how we can achieve these, and that we are clear about how we must work to do so.

What does this mean for the people we support?

These examples below give an idea of what this means and how our strategy should make a difference in people's lives.

Be personalised – we recognise that everyone's needs and assets are different, and that while many people are able to research things for themselves, others need more in-depth help including advocacy.

- **Jacinta** is 26 and lives with her mother and father. Jacinta has moderate learning disabilities and finds it hard to retain information, she would like to live more independently. Jacinta's parents are very worried that she won't be able to cope living in her own home and are against her doing so. An independent advocate was arranged to support Jacinta

"I feel I have some control and I have someone to help me get my voice heard."

Be preventative – we offer people early advice about how to manage their own health and help them to plan ahead.

- **Eve** is a 23-year-old woman from the Polish community who was referred for loneliness and isolation. She has been grappling with depression, which led to a suicide attempt two weeks ago, which resulted in severe injuries. Eve was referred to the Wellbeing Friends Service where she engaged in meaningful conversations with a matched volunteer. She participated in art classes and joined the "Art Beyond Belief" program and now expresses a desire to become a peer mentor for others facing similar challenges.

"I feel stronger as I have access to a range of local support that is helping me to live the life I want and stay well."

Be asset-based and geared to promoting people's independence – we support people in building capacity to access and use information, and to manage their own care and support.

- **Christine**, a 79-year-old woman, was admitted to hospital due to severe COPD and water retention. Christine sought support as she felt lonely and isolated and wanted to improve her mental wellbeing. Christine was referred to the Knit Your Socks Off group, helping her to socialise, and as she expressed a desire to become a volunteer for the Wellbeing Befriending Telephone Service, she has the information she needs to set this up.

"I feel in control because I can decide the kind of help, I need and when, where and how to receive it."

Be joined up and efficient – our information and advice provision is coherent, and people can access support easily.

- **Brian** lives alone and recently experienced a fall which has affected his confidence. After making a full physical recovery he told us about his goals and what he felt he needed to be supported. Brian accessed a local gym which helped him with a programme to improve his mobility, and he made lots of new community connections.

“I feel reassured I can speak to someone, but also have access to online information about the options available to me.”

Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.

- **Joy** is a carer for her husband who has multiple sclerosis and feels isolated. Joy found information about local services and community support in our prevention section on the adult social care website. She now attends a local group with her husband and is aware of the support services on offer.

“I feel more in control now I have the information I need and more confident in making decisions about what I want.”

How we will measure success

Focus on the TLAP principles above, and those areas described below, will help us to monitor our progress in delivering our priorities and making a difference over the lifetime of this strategy. This is what we expect to see when we get things right. The Adult Social Care Board will agree the timescales for each work stream by Spring 2024.

Working Together

We want to further develop our current positive approach to co-production and embrace a healthy partnership between the people who work as part of the system and our residents. We want to really listen and engage with local people and the wider community, so that we are in the strongest place to deliver the best outcomes for everyone. We have started by work and will continue taking the steps we have agreed with the Network:

- We will agree new terms of reference for our Co-Production Network and confirm governance arrangements and create a yearly action plan which underpins our strategic aims.
- We will review our approach co-production and design to ensure that we have an inclusive membership and build a framework which supports us to move to truly co-designed services with co-defined outcomes
- We will continue to develop and implement our approach to connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.

How we will measure success:

- Terms of reference, governance and schedule (2024/25 and reviewed annually) for Co-Production Network (CPN) will be agreed by July 2024
- Co-Production Network Action plan will be created September 2024
- TOR and Review timetable for membership of the Network will be in place by July 2024
- Connections with leaders of hard-to-reach communities and groups will have been made and agreement reached for a new method of approach for meaningful engagement in place by December 2024

Transformation

Adult Social Care has had in place a wide-ranging transformation programme which has recently been reviewed and refreshed. We are implementing our new “ASC transformation programme”, building on earlier transformation work that aims to continue to transform our activities and ways of working whilst also delivering efficiencies. The programme will focus on:

- We will embed a model of care and support that focuses on prevention, works with people’s strengths and assets, that engages partners internally in the council, with health services and the voluntary sector, and with residents themselves.
- We will communicate with all stakeholders the importance of realising the benefits of the programme on the impact of outcomes for residents and fully engage their support and commitment
- We will establish a new transformation board from April 2024 to oversee the delivery our key strategies and measure their effectiveness.

How we will measure success:

- Proportion of new service users that received a short-term service during the year where the sequel to service was either no ongoing support or support at a lower level (%).

- In 2022/23 the outturn was 63% (161/256) for this measure, relative to an England average of 77.5% and a Southeast average of 77.7%. 2023/24 annual performance is reported in June 2024.
- Rolling programme of residents' communication, engagement and consultation agreed and published including statutory annual surveys: Carers and Service Users, outcome to report to the Adults Board for review
- Adult's Board terms of reference and membership developed by June 2024

Strategies

We have several key strategies that we will deliver over the next 3 years: Older People, People with Learning Disabilities, Carers and People with Autism. These strategies have a focus upon prevention as well as integration and will be further supported by our refreshed Market Position Statement currently being developed. We will:

- We will establish steering groups comprised of service users and their family members and professional stakeholders to oversee the implementation of new and refreshed strategies.
- We will review how we involve residents in the work that we do to ensure that we are connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.

How we will measure success:

- Action plans contained within the strategies will be implemented and reports into Cabinet on an annual basis will highlight positive progression with tasks
- Consultation with providers and with the co-production network on a refreshed Market Position Statement 2024-27 will have been completed. Initial consultation via the Care Connect Forums took place in December 2023. Continued engagement will continue quarterly throughout 2024/25

Integration

We want to continue to collectively plan health and care services to meet the needs of our residents. But we also want integration to include our work with our Council colleagues in Housing, Public Health, Leisure, and Environmental Services, to reflect a holistic approach to meeting the needs of our residents. We will:

- Review the TOR for the Health and Social Care Partnership Board
- Continuing to identify further opportunities to integrate services through our commissioning arrangements

How we will measure success

- Contributions through the Health and Care Partnership to the Health and Well-being Board, including TOR of the Health and Social Care Partnership Board will be completed by July 2024 and monitored quarterly at Adults Board

- Review and renew our opportunities for collaboration and development with all our partners and consider integration in its widest sense will be shared and reviewed quarterly by the Adults Board

Quality Assurance

We aim to keep our services under ongoing review to provide assurance to ourselves, our residents and others that our services are safe, effective, caring, responsive and well-led. To do this we will:

- Embed new and refreshed systems, processes and tools towards quality assuring providers, addressing quality concerns and ensuring continuous improvements
- Relaunch a rolling programme of 'Care Connected' provider forums for regulated and non-regulated care providers.
- Build upon existing relationships with the CQC, health and local authority partners to ensure a joined-up approach towards working with providers.

How we measure this:

- We will agree a schedule and process of quality assurance review so that we know what is working and what is not and take the appropriate steps for improvement including from complaints. Monthly performance item reporting to Adult's Board from April 2024

Prevention

One of our most important responsibilities is prevention. By working with people early we can support them to remain independent in their home and community. To help us in this work we will focus our efforts by:

- We will assess and evaluate the effectiveness of our tiered preventative approach to support residents to manage their own health and wellbeing needs as far as possible and reduce demand for adult social care.
- We will continue to embed strength-based practice across our service to ensure the best outcomes for individuals, drawing upon their own abilities and the assets available to them within the local community.
- We will fully implement our new adult social care front door service, including community connectors, to ensure effective signposting to alternative support

How we will measure success:

- Improved performance across:
 - In Slough, 7% of the requests result in Ongoing low-level Support*(Jan24 rolling average), compared to 13% England and 13% Southeast 2022/23 averages, which are the most recently available published benchmarks.
 - In Slough, 25% of the requests result in Short-term care: Other^(Jan24 rolling average), compared to 7% England and 5% Southeast 2022/23 averages, which are the most recently available published benchmarks.
 - In Slough, 13% of the requests result in Universal services/Signposted to other services (Jan24 rolling average), compared to 27% England and 30% Southeast 2022/23 averages, which are the most recently available published benchmarks.

Safeguarding

The Care Act (2014) places a statutory duty on local authorities to make enquiries or cause others to make enquiries where the adult at risk is; aged 18 years or over, has care and support needs, is at risk of or experiencing abuse or neglect and, as a result of their care and support needs is unable to protect themselves from that (risk of) abuse or neglect.

Our role is to ensure that people who seek our help will feel safe and obtain services in a way which optimises their freedom and independence and be given choice and control over the key decisions in their lives, in line with their best interests. We will continue to protect all residents from abuse, neglect or exploitation, and ensure their views inform any action taken where possible.

We are supported in our work by Slough Safeguarding Partnership. This is a multi-agency body who must assure itself that we in adult social care are working in a way which meets our statutory duties and that we are delivering on the principles below:

- Safeguarding practice is person-centred and outcome-focused;
- We are working collaboratively to prevent abuse and neglect where possible;
- We, and all agencies and individuals give timely and proportionate responses when abuse or neglect have occurred;
- Safeguarding practice is continuously improving and enhancing the quality of life of adults in Slough

How we will measure success:

- Percentage of safeguarding referrals that convert to section 42
- Continuous timetable in place promoting safeguarding awareness with our residents, partners and staff; Safeguarding Board to review practice, process and progress against agreed actions quarterly
- To increase the recording of ethnicity of safeguarding concerns in order to better identify the promotion of adult safeguarding across the Slough population, particularly in relation to black and ethnic minority communities
- Continuing to review and improve the validity and reliability of ASC Safeguarding Data Reporting monthly to Adults Board

Equality and Diversity

Slough Borough Council has a long commitment to progressing the equalities agenda and our track record in delivering culturally sensitive, equitable services to an increasingly diverse community is strong. We want to foster an environment in which a person has an equal entitlement to high quality services, employment and opportunities for personal development, regardless of ethnic or racial origin, religion or belief, disability, age, gender, gender reassignment, sexual orientation or family circumstance. Working for equality of opportunity is at the heart of Slough Borough Council. This is both for our staff and the wide range of services we provide. More information about our approach can be found on our website.

Slough is a culturally diverse town with many different groups and ethnicities residing side by side. Diversity in Slough is a true success story and one of many reasons we are proud of this unique town. However, equality is much broader than race and ethnicity. It groups all the things which make us different, and can influence our opportunities in life including gender, disability, religious belief, sexual orientation, age, marriage/civil partnership, pregnancy/maternity and transgender.

Slough also has low healthy life expectancy and high rates of preventable ill-health, as well as inequalities in health between different areas of the borough and between different population groups which need to be addressed. We are working with partners to target health inequalities and promote wellbeing.

As a Council we have agreed our equalities objectives and plans to deliver our statutory responsibilities as part of our Public Sector duty, these will be published in early 2024. In Adult Social Care we have developed an Equalities in Commissioning strategy which sets out our principles and ways of working to ensure equity of access and equality of choice and quality as fundamental to the services we commission and develop. This strategy can be found on our website.

We know too that people from different cultural backgrounds, ethnicities, races, sexual orientations and identities, and disabilities have different experiences of accessing and receiving social care. We want to do more to address inequalities in experience and outcomes and have set out a number of steps to help us.

How we will measure success:

- We will adhere to the equalities in commissioning statement and continue to contribute towards the Corporate Plan to address health inequalities Completion of Equality Impact Assessments for significant changes within the Department, to be reviewed annually by the Adults Board
- We will have improved our understanding of the communities in Slough, including better data about who is and isn't accessing services Continuing throughout 2024
- We will have reached out to communities to understand how to improve access and create more inclusive services and co-designed an action plan to respond to this Linked to Co-Production Network plan to deliver

Data and Intelligence

Data and intelligence are fundamental tools to understand our responsibilities, the demand on our resources and how well we are doing. We want the information we collect to be valid and reliable, to be managed safely and to add value to the work that we do. If we get this right, we can make a real difference. By improving our use of data and digital technologies, we can deliver:

- more joined up care for people, with information shared effectively between professionals
- more time and resources for people who provide and commission care and support, so that time can be focused on providing high quality, personalised care and support
- greater understanding of people's care journeys - whether that be for people who draw on care or unpaid carers - where data is used to identify good practice, areas for improvement and research into how care is commissioned, provided and integrated with healthcare
- better management and oversight of the health and care system at local, regional and national levels, to in turn provide better care and make more effective use of resources

Better data will support us in having the right information and tools needed to continue to meet our responsibilities, such as ensuring our local markets provide sufficient choice and capacity across the full range of social care provision and delivering our safeguarding responsibilities, by enabling us to identify risks of harm and reduce or prevent this, and to manage and monitor safeguarding concerns and enquiries.

Better data collection and analysis will help us identify residents with protected characteristics and hard to reach groups, who we can reach out to. It will help us to know what our services should look like, where we should target our preventative support and better understand what we need to do to address inequality of outcomes

It matters to make sure people get the right care, plan how care is organised and join up health and social care services around people. It can make lives better and, ultimately, save lives.

How we will measure success:

- We will have in place a system whereby data collections are transparent and impose minimal burden by September 2024
- We will have robust systems in place via performance dashboards where data is routinely made available and used by those who need it by September 2024
- The Slough Data Strategy Group and Information Governance Board continue to monitor and plan for the milestones in digitalisation mapped out in 'Care data matters.' and will report progress an development quarterly to the Adult Board

Making sure it happens and getting it right

The implementation of the Strategy through its lifetime will be overseen by the Adult Board. The Board will have oversight of all priorities, work-streams and outcome measures. The delivery matrix in Appendix 1 provides a summary.

Appendix 1

ADULT SOCIAL CARE STRATEGY	DELIVERY MATIX	ADULT SOCIAL CARE STRATEGY	DELIVERY MATIX
Priorities	Work-streams	Activities and Action	How we measure success Think Local, Act Personal and measures:
<p>Embed Co-Production at the heart of care and support.</p>	<p>Working Together</p> <p>We want to further develop our current positive approach to co-production and embrace a healthy partnership between the people who work as part of the system and our residents.</p>	<p>We will agree new terms of reference for our Co-Production Network and confirm governance arrangements and create a yearly action plan which underpins our strategic aims.</p> <p>We will review our approach co-production and design to ensure that we have an inclusive membership and build a framework which supports us to move to truly co-designed services with co-defined outcomes</p> <p>We will continue to develop and implement our approach to connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.</p>	<p>Terms of reference, governance and schedule (2024/25 and reviewed annually) for Co-Production Network (CPN) will be agreed by July 2024 Co-Production Network Action plan will be created September 2024</p> <p>TOR and Review timetable for membership of the Network will be in place by July 2024</p> <p>Connections with leaders of hard-to-reach communities and groups will have been made and agreement reached for a new method of approach for meaningful engagement in place by December 2024</p> <p>Be asset-based and geared to promoting people's independence – we support people in building capacity to access and use information, and to manage their own care and support.</p>

<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Safeguard our Vulnerable Population</p>	<p>Transformation</p> <p>Adult Social Care has had in place a wide-ranging transformation programme which has recently been reviewed and refreshed</p>	<p>We will embed a model of care and support that focuses on prevention, works with people’s strengths and assets, that engages partners internally in the council, with health services and the voluntary sector, and with residents themselves.</p> <p>We will communicate with all stakeholders the importance of realising the benefits of the programme on the impact of outcomes for residents and fully engage their support and commitment</p> <p>We will establish a new transformation board from April 2024 to oversee the delivery our key strategies and measure their effectiveness.</p>	<p>Proportion of new service users that received a short-term service during the year where the sequel to service was either no ongoing support or support at a lower level (%). In 2022/23 the outturn was 63% (161/256) for this measure, relative to an England average of 77.5% and a Southeast average of 77.7%. 2023/24 annual performance is reported in June 2024.</p> <p>Rolling programme of residents’ communication, engagement and consultation agreed and published including statutory annual surveys: Carers and Service Users, outcome to report to the Adults Board for review</p> <p>Adult’s Board terms of reference and membership developed by June 2024</p> <p>Be joined up and efficient – our information and advice provision is coherent, and people can access support easily.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate</p>
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<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Enable people to manage their own care and support needs</p>	<p>Strategies</p> <p>We have several key strategies that we will deliver over the next 3 years: Older People, People with Learning Disabilities, Carers and People with Autism.</p>	<p>We will establish steering groups comprised of service users and their family members and professional stakeholders to oversee the implementation of new and refreshed strategies.</p> <p>We will review how we involve residents in the work that we do to ensure that we are connecting with groups and individuals who we know have poorer outcomes or experiences of care and support services.</p>	<p>Action plans contained within the strategies will be implemented and reports into Cabinet on an annual basis will highlight positive progression with tasks</p> <p>Consultation with providers and with the co-production network on a refreshed Market Position Statement 2024-27 will have been completed</p> <p>Be preventative – we offer people early advice about how to manage their own health and help them to plan ahead.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate</p>
<p>Progress Integration</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Integration</p> <p>We want to continue to collectively plan health and care services to meet the needs of our residents. But we also want integration to include our work with our Council colleagues in Housing, Public Health, Leisure, and Environmental Services.</p>	<p>Review the TOR for the Health and Social Care Partnership Board</p> <p>Agree membership for a working group with representation from Housing, Leisure, Public Health and Environment to identify all opportunities for further integration and set out a work plan for delivery</p>	<p>Contributions through the Health and Care Partnership to the Health and Well-being Board, including TOR of the Health and Social Care Partnership Board will be completed by July 2024 and monitored quarterly at Adults Board</p> <p>Review and renew our opportunities for collaboration and development with all our partners and consider integration in its widest sense will be shared and reviewed quarterly by the Adults Board</p> <p>Be asset-based and geared to promoting people’s independence – we support people in building capacity to access and use information,</p>

			and to manage their own care and support.
<p>Safeguard our Vulnerable Population</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Quality Assurance</p> <p>We aim to keep our services under ongoing review to provide assurance to ourselves, our residents and others that our services are safe, effective, caring, responsive and well-led.</p>	<p>Embed new and refreshed systems, processes and tools towards quality assuring providers, addressing quality concerns and ensuring continuous improvements</p> <p>Relaunch a rolling programme of 'Care Connected' provider forums for regulated and non-regulated care providers.</p> <p>Build upon existing relationships with the CQC, health and local authority partners to ensure a joined-up approach towards working with providers.</p>	<p>We will agree a schedule and process of quality assurance review so that we know what is working and what is not and take the appropriate steps for improvement including from complaints. Monthly performance item reporting to Adult's Board from April 2024</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>
<p>Enable people to maintain their health and wellbeing.</p> <p>Progress Integration</p>	<p>Prevention</p> <p>One of our most important responsibilities is prevention. By working with people early we can support them to remain independent in their home and community.</p>	<p>We will assess and evaluate the effectiveness of our tiered preventative approach to support residents to manage their own health and wellbeing needs as far as possible and reduce demand for adult social care.</p> <p>We will continue to embed strength-based practice across our service to ensure the best outcomes for individuals, drawing upon their own abilities and the assets available to them within the local community</p> <p>We will fully implement our new adult social care front door service, including community connectors, to</p>	<p>Improved performance across: In Slough, 7% of the requests result in Ongoing low-level Support*(Jan24 rolling average), compared to 13% England and 13% Southeast 2022/23 averages, which are the most recently available published benchmarks.</p> <p>In Slough, 25% of the requests result in Short-term care: Other^(Jan24 rolling average), compared to 7% England and 5% Southeast 2022/23 averages, which are the most recently available published benchmarks.</p> <p>In Slough, 13% of the requests result in Universal services/Signposted to other services (Jan24 rolling average), compared to 27%</p>

		ensure effective signposting to alternative support	England and 30% Southeast 2022/23 averages, which are the most recently available published benchmarks. Be preventative – we offer people early advice about how to manage their own health and help them to plan
<p>Safeguard our Vulnerable Population</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Safeguarding</p> <p>We will continue to protect all residents from abuse, neglect or exploitation, and ensure their views inform any action taken where possible.</p>	<p>Safeguarding practice is person-centred, and outcome focused.</p> <p>We are working collaboratively to prevent abuse and neglect where possible.</p> <p>We, and all agencies and individuals give timely and proportionate responses when abuse or neglect have occurred;</p> <p>Safeguarding practice is continuously improving and enhancing the quality of life of adults in Slough</p>	<p>Percentage of safeguarding referrals that convert to section 42</p> <p>Continuous timetable in place promoting safeguarding awareness with our residents, partners and staff; Safeguarding Board to review practice, process and progress against agreed actions quarterly</p> <p>To increase the recording of ethnicity of safeguarding concerns in order to better identify the promotion of adult safeguarding across the Slough population, particularly in relation to black and ethnic minority communities</p> <p>Continuing to review and improve the validity and reliability of ASC Safeguarding Data Reporting monthly to Adults Board</p> <p>Be personalised – we recognise that everyone’s needs and assets are different, and that while many people are able to research things for themselves, others need more in-depth help including advocacy.</p>

<p>Create a sustainable workforce</p>	<p>Working in Adult Social Care</p> <p>Staff are our greatest asset and are already committed ambassadors of the local adult social care workforce in Slough. We have in place a workforce with the right values and behaviours to work creatively within our culturally rich and diverse town. We want to continue to build on this to ensure that our workforce is representative of the residents we support.</p>	<p>We are committed to our rolling Apprenticeship schemes and want to further develop and embed our career pathways, opportunities, and avenues for development, and ensure these are sustainable in the long-term so that we can attract, as well as retain highly skilled and committed individuals.</p>	<p>Comprehensive, sustainable and deliverable workforce strategy in place September 2024</p> <p>Be asset-based and geared to promoting people’s independence – we support people in building capacity to access and use information, and to manage their own care and support.</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>
<p>Enable people to manage their own care and support needs</p> <p>Safeguard our Vulnerable Population</p> <p>Create a sustainable workforce</p> <p>Enable people to maintain their health and wellbeing.</p>	<p>Equality and Diversity</p> <p>We want to foster an environment in which a person has an equal entitlement to high quality services, employment and opportunities for personal development, regardless of ethnic or racial origin, religion or belief, disability, age, gender, gender reassignment, sexual orientation or family circumstance</p>	<p>Deliver our statutory responsibilities as part of our Public Sector duty</p> <p>Ensure the Adult Social Care Equalities in Commissioning strategy is delivered</p> <p>We want to do more to address inequalities in experience and outcomes</p>	<p>We will adhere to the equalities in commissioning statement and continue to contribute towards the Corporate Plan to address health inequalities Completion of Equality Impact Assessments for significant changes within the Department, to be reviewed annually by the Adults Board We will have improved our understanding of the communities in Slough, including better data about who is and isn’t accessing services Continuing throughout 2024</p>

			<p>We will have reached out to communities to understand how to improve access and create more inclusive services and co-designed an action plan to respond to this Linked to Co-Production Network plan to deliver; monitored via Adults Board</p> <p>Be personalised – we recognise that everyone’s needs and assets are different, and that while many people are able to research things for themselves, others need more in-depth help including advocacy.</p>
<p>Enable people to maintain their health and wellbeing.</p> <p>Prevent the need for take up of adult social care.</p> <p>Enable people to manage their own care and support needs</p>	<p>Data and Intelligence</p> <p>We want the information we collect to be valid and reliable, to be managed safely and to add value to the work that we do.</p>	<p>More information shared effectively between professionals more time and resources</p> <p>More time can be focused on providing high quality, personalised care and support</p> <p>Using data to gain greater understanding of people’s care journeys - whether that be for people who draw on care or unpaid carers</p> <p>Use data to identify good practice, areas for improvement and research into how care is commissioned, provided and integrated with healthcare and better management and oversight of the health and care system at local, regional and national levels</p>	<p>We will have in place a system whereby data collections are transparent and impose minimal burden by September 2024</p> <p>We will have robust systems in place via performance dashboards where data is routinely made available and used by those who need it by September 2024</p> <p>The Slough Data Strategy Group and Information Governance Board continue to monitor and plan for the milestones in digitalisation mapped out in ‘Care data matters.– and will report progress quarterly to the Adult Board</p> <p>Ensure high quality –people have their queries resolved effectively, and experience information and advice as easy to understand, accessible, timely, comprehensive and accurate.</p>

Slough Borough Council

REPORT TO:	Cabinet
DATE:	15 April 2024
SUBJECT:	Market Position Statement 2024/27
CHIEF OFFICER:	Marc Gadsby, Executive Director People Adults
CONTACT OFFICER:	Jane Senior, Director of Commissioning Lynn Johnson, Interim Group Manager, Market Management
WARD(S):	All
PORTFOLIO:	Cllr Anna Wright, Social Care and Public Health
KEY DECISION:	YES
EXEMPT:	NO
DECISION SUBJECT TO CALL IN:	YES
APPENDICES:	Appendix 1 – Equality Impact Assessment Appendix 2 – MPS 2024/27 Appendix 3 – Feedback from consultation

1 Summary and Recommendations

- 1.1 Slough's Market Position Statement for Adult Social Care seeks to reflect the current picture of demand for care and support alongside the design, supply, and utilisation of provision across the market to meet the changing needs of local people, and within the current financial challenges being experienced across social care.
- 1.2 The Market Position Statement provides strategic information for providers to inform their business plans within the context of meeting the Council's strategic priorities, and to deliver service innovation and value for money.
- 1.3 The Market Position Statement is a key part of delivering our market shaping duties under the Care Act 2014. Having a Market Position Statement is best practice and will enable us to work with the market to deliver services more efficiently, and to deliver the best outcomes for the people of Slough.

Cabinet is recommended to:

1. Approve the Adult Social Care Market Position Statement 2024/27 (Appendix 2) to ensure we can signal clear intentions and opportunities to the market.
2. Note the feedback from local providers following consultation on the contents of the draft Market Position Statement (Appendix 3)

3. Delegate authority to the Executive Director People Adults, in consultation with the Lead Member for Social Care and Public Health, to make updates to the Market Position Statement.

Reason:

- The Care Act 2014 places a requirement on local authorities to maintain a vibrant and sustainable care market to meet the needs of local people.
- A Market Position Statement is one way of fulfilling the Council’s statutory obligations, including promoting diversity and quality of services for their populations, whilst ensuring no one goes without care if their provider’s business fails and their services cease.
- Publishing a Market Position Statement is a clear and concise way of outlining the current supply and demand for services, what the care and support needs are of residents, and how we plan to work collaboratively with communities and providers to meet those needs.
- It allows the market to appropriately plan for how best to respond to those needs and can inform business choices.
- It is important to note that this Market Position Statement describes plans that are current or imminent and as such the statement is intended to offer providers of care (new and existing) a clear view of the types of services we are or will be commissioning.
- The primary audience for this document is, therefore, the provider market.
- We will continue to maintain an open dialogue with providers we commission through Care Connected, our provider forums to ensure there is sufficient choice of provision to help people meet their aspirations and live as independently as possible.

Commissioner Review

“The commissioners are content with the recommendations in this report”.

2 Report

- 2.1 Publishing the Market Position Statement 2024/27 contributes to the following priorities:

Slough Corporate Plan

“A town where residents can live healthier, safer and more independent lives”

- Working with partners to target health inequalities and promote well-being.
- Supporting residents to be as independent as possible whilst providing quality services for the most vulnerable.

- Staying healthy, remaining independent at home, and meaningfully engaging with the community are crucial elements in achieving a good quality of life.

2.2 Options considered

No alternative options have been considered.

Publication of a Market Position Statement enables the Local Authority to evidence its market shaping duties in accordance with the Care Act 2014.

2.3 Background

A Market Position Statement is a document produced by the commissioning team within the local authority, ideally following a co-productive process with providers and is aimed at a wide range of care providers both current and potential.

Our new publication reflects changes to the market since the pandemic and gives an overview of demographic pressures and gaps in services to meet current and future needs, it also sets out the challenges we face in the years to come.

Effective collaborative strategic commissioning, new ways of working with residents and communities, the development of partnerships with outstanding providers will, therefore, be crucial.

2.3.1 This Market Position Statement provides an overview of the provision of Adult Social Care and support in Slough. The document and the data in it are presented to encourage providers to analyse, interpret and innovate by way of contributing to the delivery of Slough's vision for the future. The aim is to help providers:

- Understand the future strategic direction of care and support and future commissioning intentions.
- Give an overview of the current people we support, and insights into the wider market.
- Make proactive business and investment decisions.
- Understand future demand; where there are gaps in the current offer; and where a change to the current provision may be required
- Work with us to develop the market and respond to individual needs and choices.

2.3.2 Adult Services wants to develop evidence based early interventions that encourage people to manage and maintain their independence with a range of asset-based community supports.

2.3.3 Where support is required, services will be designed to ensure that people can get the right level and type of support, at the right time to help prevent, reduce, or delay the need for ongoing support, and to maximise people's independence.

2.3.4 To do this we are looking to develop and improve our communication with partners, encouraging creativity and innovation, sharing ideas and best practice, and engaging with our communities to better understand what local people need and want from their support.

2.3.5 The key messages therefore are:

- The approaches must be based on human rights, equality, and justice, with a focus on independence, the right to a quality life with choice and control
- The voice and experience of local people must be central and commissioning for the future must be shaped by their specific hopes, aspirations as well as concerns; we aim to make a reality of co-production and the power of lived experience
- As people remain living at home longer, an increase in demand for housing with support will need to be responded to with digital solutions integral.
- The need for residential care will decrease with the plans to expand the provision of extra care housing in the Borough. However, it is projected that the need for nursing care will increase over the coming years.
- Subsequently the spend on residential and nursing care as a proportion of our total budget on older people will decrease as more people are supported to live longer in their own homes; therefore, staying well and independent for longer will be key to mainstream services.
- There will be more of an emphasis and encouragement on people maximising their natural community support, so providers need to have a greater awareness of the community and support offers that are available to inform customers

2.3.6 The priority always will be to focus firstly on helping people to find the support they need within their communities and to avoid dependency on adult social care funded services in the long term.

2.3.7 Where people have an eligible need, the emphasis will initially be on intensive, short-term 'reablement' which restores maximum independence.

2.3.8 Where an assessment identifies that people need a longer-term service, the focus will remain on models that promote independence and ensure that people are able to make full use of community resources.

2.3.9 The market position statement is clear that this will mean:

- Focusing on the outcomes that the person wants to improve upon, the level of response required and assertive monitoring of whether their life is improved as a result
- Helping individuals to make informed choices about what to buy and from whom
- Rebalancing the profile of spend away from institutional settings to support in the community, reinforced by a wider range of accommodation options
- Continuing the shift to more flexible arrangements that encourage responsiveness to the needs and choices of people based on affordability, choice, quality, and accountability in service provision
- Focusing on the needs of individual, and purchasing highly specialist services where needed
- Emphasising co-production with communities, with eligible people and their carers, and with providers.

2.3.10 Delivering against this will require:

- A robust Voluntary, Community, Faith, and Social Enterprise Sector (VCFSE) infrastructure that can reliably deliver services and other opportunities

- A firmer evidence base, informed by more effective monitoring of outcomes and feedback from individuals to shape future commissioning intentions
- A close relationship with current and future providers which continues to share market intelligence to further the understanding of any potential gaps in provision and clarification of respective roles in responding to need
- An increasing emphasis on the provider's ability to demonstrate innovation, impact, productivity, cost effectiveness and value-for-money

2.3.11 We shared our commissioning intentions at Provider Forums in Spring 2024, feedback has been captured in Appendix 3.

2.3.12 We expect to monitor the content of the Market Position Statement regularly and to refresh when there are significant changes to report.

3. Implications of the Recommendation

Financial implications

3.1 The future commissioning models for Housing with Support and Housing with Care inevitably link with the Market Position Statement, and it is the Market Position Statement that will provide the basis for targeted funding for the next 3 to 5 years and the associated commissioning.

3.1.1 The gross expenditure budget for commissioned services is £35m for Adult Social Care in 2023/24 increasing to £43m in 2024/25, representing the rebasing exercise undertaken as part of the Medium-Term Financial Strategy for 2024/25. Therefore, this Market Position Statement (MPS) directly impacts a considerable element of the Council's budget.

3.1.2 The recommendations from the activity and associated reports are expected to have favourable financial implications where policy or service delivery changes are implemented as a result. Any changes, and the associated financial implications, will need to be the subject of separate reports.

3.1.3 The Market Position Statement contains financial information relating to the forecast 2023/24 gross spend, and the financial information will be updated as part of the Market Position Statement Annual Review to include the most up to date published financial information using the Council's Adult Social Care Finance Return (ASC-FR (Adult Social Care Finance Return)).

3.1.4 The implications of the Market Position Statement must be factored into future budget setting and review processes as they become known so as not to create a pressure on the General Fund in 2024/25 or future years, or afford time to mitigate the impact of those pressures.

3.1.5 Any use of resources arising from decisions linked to the Market Position Statement must be economic, drive efficiency and deliver effective outcomes for residents of Slough.

3.1.6 Providing clear messages to the market through the publication of our Market Position Statement will support more efficient and effective delivery of services and support the council's finances over time.

3.2 Legal implications

- 3.2.1 The Market Position Statement is prepared as part of the Council's duty of market shaping under the Care Act 2014.
- 3.2.2 Section 5 Care Act - sets out duties on local authorities to facilitate a diverse, sustainable high-quality market for their whole local population, including those who pay for their own care and to promote efficient and effective operation of the adult care and support market.
- 3.2.3 It is important to develop the Market Position Statement in partnership with local people using the services and other important stakeholders as set out in the 2017 Adult Social Care Market Shaping Guidance.

3.3 Risk management implications

- 3.3.1 The risks associated with the Market Position Statement relate to the ability of the Council to meet individuals' needs and address gaps in the market while balancing the affordability of any service change.

3.4 Environmental implications

- 3.4.1 There are no environmental implications.

3.5 Equality implications

- 3.5.1 The Equality Impact Assessment is attached at Appendix 1.
- 3.5.2 Whilst there are no direct equalities implications arising from this request to endorse this latest version of Slough's Market Position Statement for Adult Social Care, we are committed to continually reviewing equalities and the range and impact of care provisions available in the local health market for residents. This is to ensure that the needs of those protected under the Equality Act 2010 are continuously considered and reflected in the local health market
- 3.5.3 It is intended that the MPS will have a positive impact by identifying the range of services now and needed in future to support individuals to manage their own health and wellbeing needs and to access the right support at the right time.
- 3.5.4 The MPS benefits disabled people as it seeks to identify services that will address and prevent a range of Long-Term Conditions and crises by commissioning services including across the NHS and Social Care.
- 3.5.5 The MPS contains a commitment to gather further information on the needs of local people through further development of commissioning strategies and action plans in order that we understand the needs of Slough communities.
- 3.5.6 It is intended that the MPS will have a positive impact by identifying the range of services now and needed in future to support individuals to manage their own health and wellbeing needs and to access the right support at the right time.

4. Background Papers

None

Appendix 1

Equality Impact Assessment

Directorate: People Strategy & Commissioning People (Adults)	
Service: Market Management	
Name of Officer/s completing assessment: Lynn Johnson	
Date of Assessment: 9 February 2024	
Name of service/function or policy being assessed: Market Position Statement 2024/27	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The MPS aims to describe our commissioning priorities for ASC through key messages for the market. Importantly this will enable providers and partners currently operating in Slough, and those who may wish to in the future, to understand the range of services currently delivered and our requirements to collectively shape and develop a vibrant diverse market for current and future generations.</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>Delivery of the Market Position Statement will be the responsibility of the Commissioning Teams across Adult Social Care with Health partners, working with local providers and people who use services.</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 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>Whilst there are no direct equalities implications arising from this request to endorse this latest version of Slough's Market Position Statement for Adult Social Care, we are committed to continually reviewing equalities and the range and impact of care provisions available in the local health market for residents.</p> <p>This is to ensure that the needs of those protected under the Equality Act 2010 are continuously considered and reflected in the local health market</p>

Characteristic	Positive, Negative, Neutral or Unknown Impact	Rationale for Assessment
Age	Positive	It is intended that the MPS will have a positive impact by identifying the range of services now and needed in future to support individuals to manage their own health and wellbeing needs and to access the right support at the right time.
Disability	Positive	The MPS benefits disabled people as it seeks to identify services that will address and prevent a range of Long-Term Conditions and crises by commissioning services including across the NHS and Social Care.
Gender Reassignment:	Neutral	The MPS will benefit all individuals including those who have undertaken gender reassignment.
Marriage and Civil Partnership:	Neutral	N/A
Pregnancy and maternity:	Neutral	N/A
Race:	Neutral	N/A
Religion and Belief:	Positive	People of any religion and belief should benefit from the MPS.
Sexual orientation:	Positive	People of any sexual orientation should benefit from the MPS.
Other:	Positive	

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>Better support to individuals across all equalities categories to enable people to receive the right support at the right time.</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>There will be no negative impact.</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>The MPS contains a commitment to gather further information on the needs of local people through further development of commissioning strategies and action plans in order that we understand the needs of Slough communities.</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>The MPS has been shaped by engagement with providers</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>A demonstrable commitment to delivering the MPS should have a positive impact upon community relations.</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any identified negative impacts? For example, what plans, if any, will be put in place to reduce the impact?</p> <p>There are no identified negatives.</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>Implementation of the MPS Annual refresh.</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 would 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: Lynn Johnson
Signed: (Person completing the EIA)

Name:
Signed: (Policy Lead if not same as above)

Date: 23/02/2024

**Market Position
Statement and
Commissioning
Intentions for Adult
Social Care
2024/2027**

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Purpose

Welcome to Slough Borough Council's Market Position Statement (MPS) 2024/2027, which aims to encourage commissioners, people who use services, carers, and providers to work together to explain what care services and support are needed in Slough and why.

We have considered a range of factors including population projections, market intelligence, needs analysis, and finance to identify trends and predict future adult social care needs in Slough.

The MPS considers our role as part of a wider health and social care system and aims to describe some of those joint priorities (often funded through the Better Care Fund) through key signals to the market.

The MPS aims to describe our priorities through key messages for the market. Importantly this will enable providers and partners currently operating in Slough, and those who may wish to in the future, to understand the range of services currently delivered and our requirements to collectively shape and develop a vibrant diverse market for current and future generations.

The Council's Strategic Plan [Corporate Plan 2023-27 – Slough Borough Council](#) highlights our priorities and underpins this Market Position Statement.

The Covid-19 pandemic response and moving into recovery has allowed us to review what is important for Slough. We have seen great community spirit, people helping people, businesses helping businesses, and service providers and our staff and partners going the extra mile under unprecedented circumstances, including cost of living crises, changes from national policy and continued pressures on workforce.

We want to build on the changes we have seen in the last year, underpinned by our approach to prevention, delaying and reducing the need for traditional longer-term care and reducing the need for people to enter more acute settings.¹

The MPS is a dynamic document and will be regularly updated to take account of any changes in legislation, movements within the adult social care market and further engagement with our partners, stakeholders, providers, and people who access or receive adult social care.

More detailed commissioning plans and strategies are being published on the Council's website alongside the Market Position Statement, as they secure approval through the Council's governance processes.²

¹ [Preventative Services for Adults in Slough – Slough Borough Council](#)

² [Adult social care strategies, plans and policies – Slough Borough Council](#)

Vision and Key Aims

We adopt a “tiered preventative approach” towards the delivery of adult social care. The key elements of the approach are to:

- Enable people to manage their health and wellbeing.
- Prevent the need for the take up of adult social care.
- Provide access to the right level of support at the right time.
- Enable people to manage their own care and support needs.
- Safeguard our vulnerable population.
- Progress integration between health and social care
- Embed Co-production at the heart of care and support.

To enable this approach, we want to work with a range of partners to collectively reimagine how support can be provided in Slough, expanding our thinking from traditional task orientated care and support models to consider how people can access support and assets in their local community at the right time.

We aim to enable more people to live in their own home, information, advice, prevention, and early intervention services will be available to help people to help themselves and reduce the need for long term reliance on care services to lead fulfilled and healthy lives.

Our Commissioning Principles

Our commissioning principles which underpin our vision are:

1. Services will be co-produced, we will recognise and embrace the strength, expertise, and diversity within the community, and:
 - Design, plan and deliver services from a resident-led perspective.
 - Promote early involvement of people using services, carers, partners, and providers in helping find shared solutions.
 - Adhere to the approach outlined in Slough’s Resident Engagement Tool Kit
2. We will focus upon the delivery of person-centred outcomes, service outcomes and strategic outcomes for our population, and:
 - Ensure services are aligned with system, place and neighbourhood strategies and the delivery of strategic outcomes.
 - Ensure that services are focussed upon delivering outcomes for individuals.
 - Ensure that delivery of outcomes is built into the design, specification, procurement, and contract management of services.
3. We will adopt a consistent approach towards planning, designing, and evaluating services that is needs led and evidence based:
 - Adherence to the strategic commissioning framework, contract procedure rules, co-production toolkit etc.

- Make use of local and national qualitative data and local perspective of residents and providers.
4. We will maximise social value and build community capacity through our commissioning practice, and:
 - Promote, enhance, and draw upon community assets as part of our commissioning practice.
 - Identify resources within the community and voluntary sector to enable them to help find shared solutions to meet the diverse needs of the community.
 - Factor social value requirements into our procurement processes.
 - Take a 'one council' approach towards maximising opportunities for accessing corporate social responsibility initiatives locally.
 5. Our relationship management with providers will be effective and robust and focused upon the delivery of individual, service, and strategic outcomes:
 - Ensuring open channels of communication between commissioners, procurement, contract managers and providers to help identify opportunities to achieve the best value from contracts.
 - Ensuring clear and robust service specifications are in place – particularly with a view to promoting early intervention and maximising independence.
 - Work with providers to ensure robust workforce plans are in place to support current demand and future innovation.
 - Communicating our approach to quality management through having a clear framework in place.
 - Proactively working with providers to find innovative solutions and supporting value adding activity.
 - Publishing up to date market position statements and commissioning plans to ensure that the market is well informed about our commissioning intentions.
 - Meeting regularly with the market to convey individual and council requirements and to continuously improve quality and responsiveness.
 - Holding 'meet the buyer events.'
 6. We will seek to develop a resilient work force (council and providers)
 - Being aware of workforce risks for our internal and external marketplaces.
 - Establishing approaches to address these risks, including encouraging values-based recruitment.
 - Specifying minimal requirements through procurement processes.
 - Maximising shared opportunities for training and staff development – drawing upon systems initiatives as appropriate.
 7. We will facilitate strong partnerships and collaborations that deliver efficiencies and help improve outcomes for local residents:
 - Establish a collaborative working culture with our strategic commissioning partners on matters of health and social care integration, to establish a shared a vision and best value approach to the delivery of our Section 75 and other agreements.
 - Ensuring preventative approaches are in place.

- Developing innovative solutions to complex problems
 - Co-producing services and developing a virtual “enter and view approach” during the pandemic.
 - Working cross-functionally across the council to identify opportunities for delivering more coherent and efficient provision.
8. Continuous improvement – ensuring that the appropriate commissioning architecture in place, through having clear and robust governance processes in place in a range of areas including those listed below.
- Care Governance Board (CGB).
 - Commissioning, Purchasing and Market Management Board (CPMM Board)
 - Procurement Review Board (PRB).
 - Maintaining an up-to-date commissioning forward plan
 - Maintaining up-to-date contracts register.
 - Maintaining an up-to-date programme of planned/responsive quality assurance visits.

Co Production

Central to all of our strategic commissioning is Co Production, which is not just a word, not just a concept, it is a meeting of minds coming together to find shared solutions.

We have a flourishing Co Production Network made up of professional stakeholders, local residents, carers and people who draw upon social care services. The Co Production Network was established in 2019 and is actively engaged in a wide range of activities, including service and strategy development, procurement, recruitment and involvement in key Partnership boards such as the ASC Transformation Board and Commissioning Transformation Board.³

When co-production works best, people who use services and carers are valued by organisations as equal partners, can share power, and have influence over decisions made.

During 23/24 we were able to review our strategic direction for Adults with commissioning strategies developed to support People with Learning Disabilities, Autism, Older People and Carers.

These Strategies were co-produced with people who use services and carers with contributions from the local Co-Production Network and views from local care home residents, staff, and families.

All of the contributions are included in an appendix of each of the Strategies and each strategy has its own Action Plan identifying the strategic priorities for the next 3 years.

A new set of Steering Groups have been established to act as a champion which will be made up of Slough Borough Council officers, partners, carers, and people who use services to hold us to account for the actions set out in the Action Plans.

³ [Co-production in Slough – Slough Borough Council](#)

The Steering Groups will enable people to come together, share experiences, opportunities, and knowledge, offer mutual support, and discuss issues that are important to them. They encourage people who use services and carers to have their voice heard and to support the delivery of the changes and actions set out in the Strategies

The Steering Groups will meet on a quarterly basis, with an Annual General Meeting to undertake several actions:

- Agree and elect Co Chairs (every 3 years)
- Review the progress with the Action Plan
- Review the Strategy (every 3 years unless major changes in statute)
- Review Terms of Reference
- Present the annual report from the Co-Chairs to Cabinet.

Commissioning Priorities for 2024/27

Priorities will focus firstly on helping people to find the support they need within their communities and to avoid dependency on adult social care funded services in the long term.

Where people have an eligible need, the emphasis will initially be on intensive, short-term 'reablement' which restores maximum independence.

Where an assessment identifies that people need a longer-term service, the focus will remain on models that promote independence and ensure that people are able to make full use of community resources. This will mean:

- Focusing on the outcomes that the person wants to improve upon, the level of response required and monitoring of whether their life is improved as a result.
- Helping individuals to make informed choices about what to buy and from whom.
- Rebalancing the profile of spend away from institutional settings to support in the community, reinforced by a wider range of accommodation options.
- Continuing the shift to more flexible arrangements that encourage responsiveness to the needs and choices of people based on affordability, choice, quality, and accountability in service provision
- Focusing on the needs of individual and purchasing highly specialist services where needed.
- Emphasising co-production with communities, with eligible people and their carers, and with providers.

This will require:

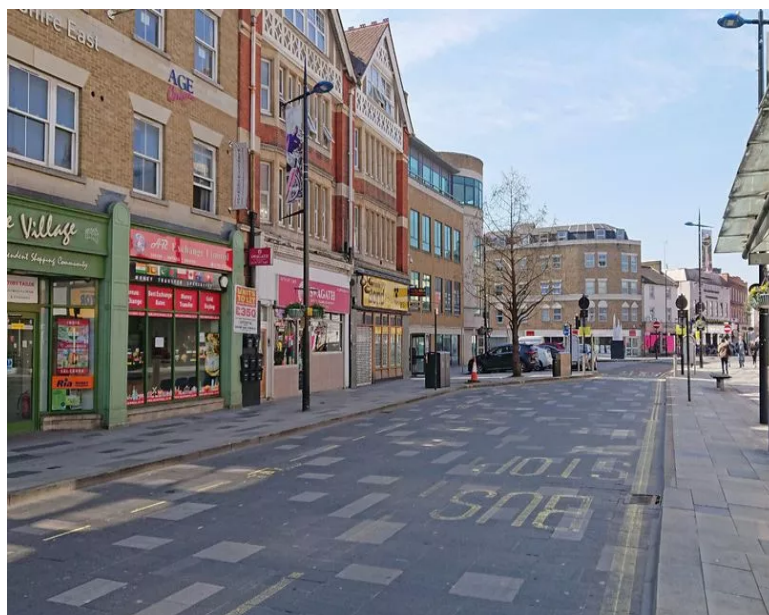
- A robust Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) infrastructure that can reliably deliver services and other opportunities.
- A firmer evidence base, informed by more effective monitoring of outcomes and feedback from individuals to shape future commissioning intentions.
- A close relationship with current and future providers which continues to share market intelligence to further the understanding of any potential gaps in provision and clarification of respective roles in responding to need.
- An increasing emphasis on the provider's ability to demonstrate innovation, impact, productivity, cost effectiveness and value-for-money

Priority Area	Commissioning Activity	Provider opportunities and anticipated outcomes
Prevention Services Helping People to Help Themselves	Stroke services	We are exploring options to commission an integrated stroke service across the ICS with NHS Frimley ICB or a pan -East Berkshire service.
Supporting People to maximise their independence	Day Opportunities	As part of implementation of our commissioning strategies we will be developing a new daytime activities strategy
Supporting People to maximise their independence	Sensory needs	We are exploring the most effective way to ensure that residents with sensory needs are supported.
Supporting People to maximise their independence	Assistive Technology	We are developing innovative technology solutions to support carers and the individuals they care for to remain well and independent at home.
Supporting People to maximise their independence	Carers Respite	We are developing the respite offer to ensure that people have the ability to access the right level of support at the right time as their needs change.
Helping People when they Need it	Home Care	We will continue to work with a range of stakeholders locally to review and redesign the model of home care, including the introduction of a Trusted Assessor model.
Helping People when they Need it	Reablement	We will review the current model of reablement aligned to the review of homecare.
Helping People when they Need it	Extra Care Housing	We will be developing an Extra Care Housing strategy to increase the number of units of accommodation available across Slough and reduce reliance on residential care.
Helping People when they Need it	Housing with Support (Mental Health)	We will be undertaking a joint and comprehensive review of provision and developing a mental health commissioning strategy which will include Housing with Support.
Helping People when they Need it	Housing with Support (Learning Disability)	As part of the implementation of the Learning Disability Commissioning Strategy we will ensure existing models of provision are appropriate and utilised fully in parallel with a strategic commissioning review.
Helping People when they Need it	Housing with Support (Homelessness accommodation)	People will be supported with independent living skills with the long-term goal that they live in the community without the need for additional support.
Helping People when they Need it	Care Homes 65+	We will be undertaking a strategic commissioning review of the market Joint programme with ICB.

Population Profile

Slough is the third most densely populated of the South East's 64 local authority areas, with around 35 people living on each football pitch-sized area of land

Slough has very high levels of deprivation and is ranked 117th in the 2022 indices of deprivation out of 151 Local Authorities.



Slough's population was 158, 500 with 80, 000 women and 78, 500 men.

Older people aged 65 and over comprised 10% of the population, with 67% within the 15-64 category and 24% of the population aged under 15.

The numbers of older people (aged 65+) are forecast to increase by 16.5% from 2019 to 2025, and 33.2% from 2019 to 2030.

The population of Slough is diverse with 36% of the population White, 47% Asian and 8% Black with the remainder of the population being made up of people of other ethnicities or mixed heritage.

Life expectancy is significantly below the national average and women on average can expect to live the last 24 years of their life in poor health (compared to 20 years on average in England),

Men can expect to live the last 18 years of life in poor health (compared to 16 years in England).

Key Trends

Growing population of people with a diagnosis of autism

Growing population of people with behaviour that challenges

There are 12,626 carers in Slough and 2.5% of those provided at least 50 hours of weekly unpaid care

Key health and wellbeing challenges for adults include, smoking, physical inactivity, diabetes, TB, mental health issues and early deaths from cardiovascular disease

Deprived areas of Slough have poorer health and wellbeing outcomes.

People with more complex needs are being supported in the community rather than in hospitals.

Further information relating to population and population health can be found in Slough's Joint Strategic Needs Assessment (JSNA) [Joint Strategic Needs Assessment \(JSNA\) – Slough Borough Council](#)

Current Adult Social Care Market Overview

Market Overview

Transformation of services and the continuous development and shaping of the local care market will be key to providing high quality services across Slough in the future, including developing new and innovative solutions with and for people across the borough.

We offer a wide range of local social care services, either by directly providing services, offering information, advice, and guidance about local services so people can arrange care and support themselves or through commissioned services with the care market, independent sector and voluntary, community and social enterprise providers.

We provide care and support to people with an eligible need under the Care Act, including older people, people with learning disabilities, mental health conditions, physical disabilities, sensory impairment, those with substance misuse problems and also offer care and support to people's carers.

We have also recognised that there is a need to review the contractual terms and service outcomes of our adult social care services in Slough to both respond to care market pressures and challenges, as well as improve outcomes for people living in Slough.

We are working with care providers to move service delivery towards more personalised and integrated care models. This may include existing models, but also emerging methods of care planning, delivery and payment linked to individual or community scale outcomes.

From 1 July 2022, Integrated Care Boards became responsible for the local commissioning of health services. Integrated Care Boards are a new type of organisation, governed by partners and focused on collaboration as a means of driving improved outcomes for local people, created from the new Health and Care Act 2022.

Integrated Care Boards will have a broad scope and pick up the functions of clinical commissioning groups. They will lead on some functions that previously sat in National Health Service England, Health Education England and elsewhere.

Integrated care systems are about giving people the support they need, joined up across local councils, the National Health Service, and other partners including care providers, the voluntary, community, social enterprise sector and charities. It involves partnerships of organisations coming together to plan and deliver seamless health and care services to improve the lives of people in their area.

We work with NHS Frimley Integrated Care Board through the Health and Social Care Partnership and Slough Wellbeing Board to develop more integrated working arrangements between health and adult services in order to prevent and reduce unnecessary hospital and long-term residential care admissions and improve hospital discharge in line with the home first approach.

Demand

For the period 1 April 2022 to 31 March 2023, we provided services to 1,727 people, which was a decrease of -13 per cent from the previous year⁴. A total of 1,031 of these people were aged over 65 years.

Referrals increased from 1,724 in 2021/22 to 1,952 in 2022/23.

At the end of the last financial year, 31 March 2023, we were providing adult social care services to 1,375 people; of those people, 740 (54 per cent) were aged over 65 years.

A total of 333 people (24 per cent) overall, had learning disability as their primary support reason.

Within the 18-64 age group, there are 301 (47 per cent) people who have a learning disability.

A total of 191 people (14 per cent) overall, had mental health support listed as their primary support reason.

The following table shows the number of people receiving services by service type:

Care Category	2021/22	31/03/2022	2022/23	% Change	31/03/2023	% change	01/11/2023
Residential 18 - 64	69	56	63	-6	56	0	58
Residential 65+	133	97	165	32	108	11	107
Nursing 18 - 64	24	17	25	1	17	0	16
Nursing 65+	188	118	208	20	128	10	126
Home Care 18 - 64	212	155	208	-4	133	-22	166
Home Care 65+	655	416	668	13	430	14	484
Direct Payments 18 - 64	255	218	264	9	224	6	230
Direct Payment 65+	135	111	138	3	103	-8	95
Carers DP 18-64	300	141	262	-38	141	0	181
Carers DP 65+	131	55	136	5	81	26	80
Day Services 18 - 64	84	40	47	-37	38	-2	45
Day Services 65+	26	19	20	-6	18	-1	17
Supported Living 18 - 64	203	179	209	6	193	14	198
Supported Living 65+	38	32	32	-6	30	-2	28
Total Individuals	2178	1581	2205		1643		1778

⁴ Source: The number of people accessing long term support during the year to 31st March; LTS001a, SALT 2021/2 and 2022/23.

Capacity

As demand has continued to increase, in particular for Home First pathways, capacity for home-based support services has been exacerbated by the workforce and recruitment challenges faced across social care. Sufficiency is currently not a major challenge and waiting times for sourcing home support are minimal.

According to the NHS Capacity Tracker, as at November 2023 there were the following beds available in Slough although this is skewed by placement suspensions across two nursing homes with some “vacant beds” where admission is not possible:

The above availability within care homes, however, does not always reflect the local position in terms of identifying a suitable placement for a person, particularly where people have more complex needs. There are particular challenges around the provision of specialist dementia care.

November 2023				
	Maximum Capacity	Occupied	Vacancies	Percentage Occupancy
Dementia Nursing	110	68	42	62%
Dementia Residential	140	102	38	73%
General Nursing	104	95	9	91%
General Residential	48	40	8	83%
LD Residential	46	40	6	87%
	448	345	103	77%

The above availability within care homes, however, does not always reflect the local position in terms of identifying a suitable placement for a person, particularly where people have more complex needs. There are particular challenges around the provision of specialist dementia care.

Quality

Overall, the quality of care is good in Slough, and we have invested in the Quality Assurance Team to provide practical support to providers and registered managers delivering care in our borough.

All services registered in Slough perform better than the national average regarding ‘Inadequate’ ratings. Nationally 1% of residential, nursing and home care have this rating, whereas none do in Slough

We have almost as many ‘Good’ residential homes as the national average and fewer rated Requires Improvement, performing better than average overall for those 2 categories, although we do not yet have any rated Outstanding

There are currently 2 residential and nursing homes across Slough with a full placement suspension.

Self-Funders

A self-funder is someone who pays for their own care. Slough's Adult Social Care offer includes providing advice and guidance, signposting to available resources and assessing care and support needs.

Market Shaping activities take into consideration the wider care market and will continue to encourage the provision of high-quality, cost-effective services for self-funders and people using a direct payment.

The Market Sustainability Plan published in March 2023⁵, indicates that there is sufficient supply in the market for Older People who may require residential or nursing care even with the projected growth in numbers of self-funders who currently form around 25% of the local care home market.

Similarly, there is sufficient supply of home care provision with the ability to flex and increase supply should we need it through refresh of the DPS. 82% of referrals for Home Care are sourced by Brokers within one day of receipt of the referral

Whilst in Slough the proportion of self-funders is not as significant as other Local Authority areas, this still makes up a significant part of the care market and will increase to around 35% of the care market by 2025/26.

⁵ [Adult Social Care Market Sustainability Plan – Slough Borough Council](#)

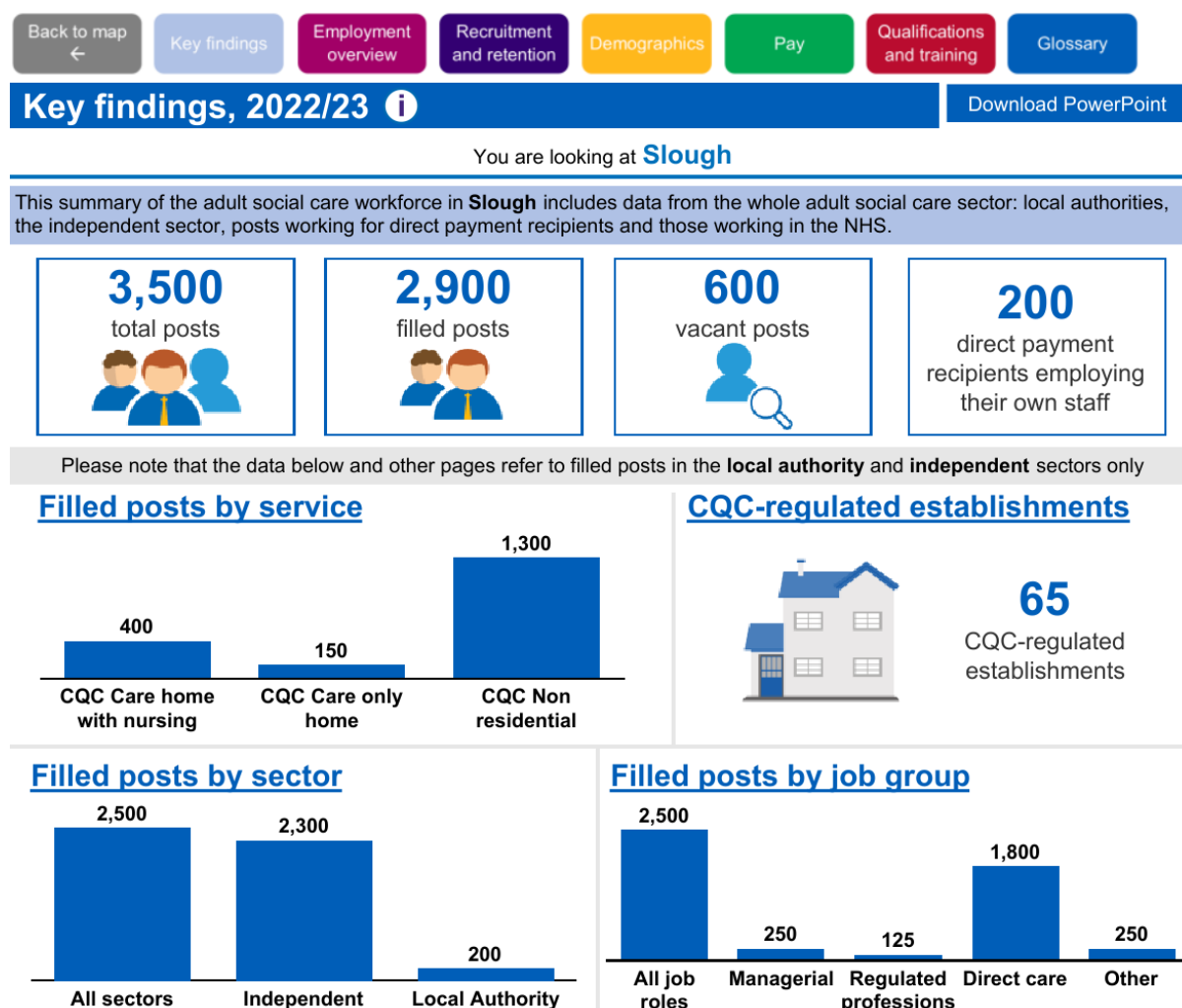
The Adult Social Care Workforce in Slough

Skills for Care estimate the total number of posts in Slough was around 2,900 filled posts in 2022/23; staff turnover rate was 31.1%, which was similar to the regional average of 33.4% and similar to England, at 30.0%.

Not all turnover results in workers leaving the sector, many starters are recruited from within the adult social care sector, therefore although employers need to recruit to these posts, the sector retains their skills and experience.

Workers in Slough had on average 7.3 years of experience in the sector and 73% of the workforce had been working in the sector for at least three years. Around a third (36%) of the workforce in Slough were on zero-hours contracts. Over half (57%) of the workforce usually worked full-time hours and 43% were part-time.

Skills for Care estimates show that 32% of the direct care providing workforce in Slough hold a relevant adult social care qualification (42% in South East and 46% in England).



Raw data from the ASC-WDS showed, of those workers without a relevant adult social care qualification recorded, 41% had five or more years of experience in the adult social care sector, 71% had engaged with the Care Certificate and 38% had completed training.

The development of a strategy for the future adult social care workforce in Slough is a key priority for the Council. Slough is facing the same challenges as everywhere in the UK, including growing demand and difficulties in recruiting and retaining staff.

We need to work together as partners from across adults' social care, including the independent, public, and voluntary sector to develop a more resilient care sector that enables more effective recruitment and retention in adults' social care, based on person-centred and innovative ways of working.

Key Messages for Providers

Attract younger people and a more diverse workforce including people with learning disabilities and people with health and social care needs into the sector.

Focus on recruiting people with the values, qualifications, skills, knowledge, and attitudes to fit your organisation, adopting best practice approaches to recruitment to optimise retention.

Providers should consider what terms and conditions they can offer to staff such as attractive rates of pay, pensions, and other benefits to attract and retain staff within the sector. Incentivise and retain experienced staff with a focus on career development and ongoing training, including specialist skills training to ensure there is a developing skill base within social care.

Recognise that the nature of social care work is changing, as people are living longer with more complex conditions and expect more personalised support, choice, and control.

There continues to be a shortfall of care workers with the right skills to support people with complex conditions and behaviours which challenges services.

Older people's services must ensure that staff are specifically trained in dementia.

All services to provide basic mental health awareness and wider diversity training to staff in all services to enable all groups to be supported appropriately.

All providers must ensure staff complete Learning Disability and Autism training appropriate to their role.

Financial Context

Use of Resources data indicates that Slough spends less on adult social care than any other local authority in England - £284 for every adult living in the Borough. This is less than half the England average of £524 per adult.

This is linked in part to the very low numbers of older people and the fact that Slough is less deprived overall than the average England authority.

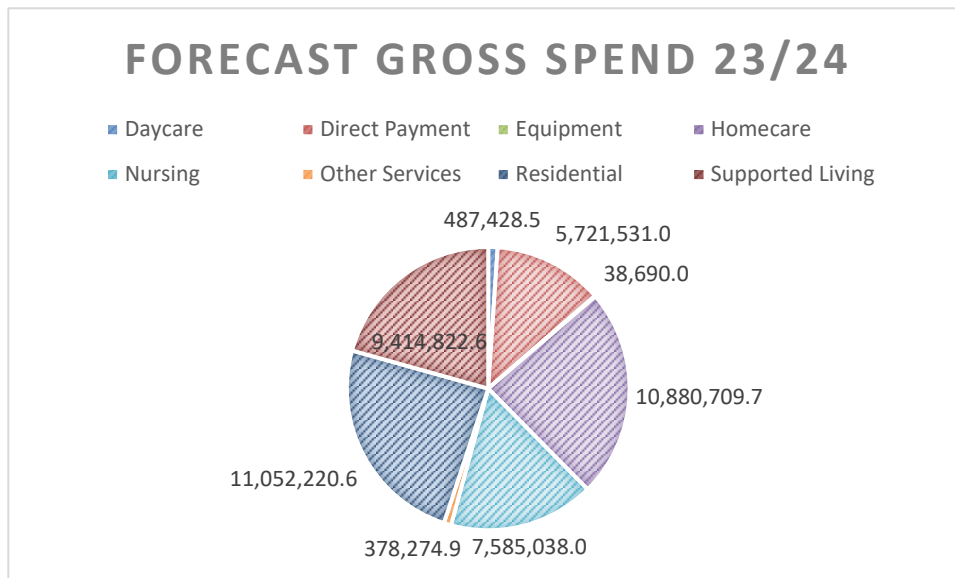
Slough is a below average spender on younger adults – spending £234 per younger adult living in Slough compared to the national average of £271.

Our relatively low spending on younger adults is because we support a relatively low proportion of younger adults in long term care: 0.70% of the younger adult population compared with the national average of 0.85%. This would indicate we have found ways of supporting younger adults so that they do not end up in long term care.

Spending per person 2018/19 to 2022/23 for Slough compared with England



In 23/24 the forecast gross spend for adult social care commissioned services is just over £45.5m.



Our biggest spends in 23/24 are:

- 12.5% Direct Payments (primarily paid to recipients to employ Personal Assistants)
- 23.8% Homecare
- 40.8% Nursing and Residential Care
- 20.8% Supported Living

Income

As well as recovering income from individuals as contributions to the costs of their care, the Council receives external funding through a number of specific grants including:

- Market Sustainability and Improvement intended to be used to increase fees paid to providers, improve social care workforce capacity, and reduce adult social care waiting times. The grant was worth £1.207m in 2023/24 and is estimated to be worth £1.815m in 2024/25.
- Social Care Grant, which has no specific ring fence and was worth £7.76m in 2023/24 and is estimated to be worth £8.887m in 2024/25.
- The Better Care Fund (BCF) is a pooled budget which funds a range of services some of which are commissioned by the Council, some by NHS Frimley Integrated Care Board (ICB). The NHS contribution to adult social care through the BCF is expected to increase by 5.67% in 2024/25.
- The Improved Better Care Fund (iBCF) is expected to stay at its 2023/24 level, or £3.989m for Slough.

- The Discharge Fund is to support Councils to build additional adult social care and community based reablement capacity to reduce hospital discharge delays. The grant was £0.559m in 2023/24 for Slough and an anticipated £0.932m in 2024/25.
- The Services Grant is provided to all tiers of local government in recognition of the vital services delivered by Councils. As such there is no ring-fence or condition applied to this grant. Slough's share is £1.225m and is expected to remain unchanged in 2024/25.

The future commissioning models in particular for Housing with Support and Housing with Care inevitably link with the Market Position Statement, and it is the Market Position Statement that will provide the basis for targeted funding for the next 3 to 5 years and the associated commissioning.

Any changes, and the associated financial implications, will need to be the subject of separate reports.

Financial information will be updated as part of the Market Position Statement Annual Review to include the most up to date published financial information using the Council's Adult Social Care Finance Return (ASC-FR).

The implications of the Market Position Statement must be factored into the budget setting process as they become known so as not to create a pressure on the General Fund in 2024/25 or future years.

Any use of resources arising from decisions linked to the Market Position Statement must be economic, drive efficiency and deliver effective outcomes for residents of Slough.

Providing clear messages to the market through the publication of our Market Position Statement will support more efficient and effective delivery of services and support the council's finances over time.

What we are doing to support the market

We work in partnership to directly commission services to meet the needs of those receiving social care but also to have oversight of the wider market, ensuring quality services are available for self-funders and those using a direct payment. We support providers by:

- Engaging with the market relating to specific upcoming tenders or soft market testing to inform tender development.
- Facilitating regular provider forums, “Care Connected”, electronic newsletters and emails.
- Supporting existing providers to improve quality and develop strong provider relations encouraging shared problem solving.
- Meeting with providers thinking of developing new services to advise on need and how they may access the market.

Procurement

When procuring services, as a ‘Best Value’ authority, we are under a duty to “make arrangements to secure continuous improvement in the way in which functions are exercised, having regard to a combination of economy, efficiency and effectiveness”.

When undertaking a procurement this involves challenging how services are provided, consulting with individuals, comparing the performance of suppliers, and using fair and open competition wherever possible to secure efficient and effective services.

We advertise contract opportunities over a certain contract value through Central Government’s repository ‘Contracts Finder’ which provides contract information referring to future opportunities, current opportunities, awarded contracts and pre-procurement engagement with the market.

Our existing contracts can be viewed on the Council’s Contracts Register.⁶

Our quality offer

We have a dedicated Provider Quality Assurance Team who work with our Contracts Management Team to ensure agreed quality is delivered, which includes a focus on the delivery of outcomes and best practice in delivering person-centred care.

Our Quality Assurance Framework ensures we use a number of approaches when monitoring quality performance:

- Drive up the quality of provider services across Slough and ensure that there is a wide range of high-quality providers locally whose services will ensure local residents are able to maintain a good quality life.
- Support safe commissioning of ASC services
- Monitor and respond to intelligence that may indicate that there is a problem with service delivery in Slough

⁶ [Corporate contracts register – Slough Borough Council](#)

- Undertake planned proactive and reactive quality assurance visits and monitor the progress of provider action plans.
- Offer challenge, support, information, and guidance to providers to improve the quality of services being delivered in Slough and consistently deliver effective outcomes which meet the needs of people who use services.
- Work closely with colleagues across Adult Social Care Service, Health and external agencies including the Care Quality Commission to share information about the quality of local care services.
- Share good practice and create networking opportunities through regular provider forums.

We believe high performing; good quality services should balance three core components:

- The individual experience of people receiving care and support and the achievement of outcomes important to them
- Services which keep people safe through regulatory standards, safeguards and the adoption of good practice
- The recognised processes that ensure the effectiveness of services including their value for money

Overall, we need to understand the experiences of people receiving help and support, and how well a service meets quality standards against local frameworks and that the service can demonstrate that it performs well, delivering effective support.

We have an escalation framework which is linked to our Care Governance Board, and which clearly sets out our response to quality concerns supported by multi-disciplinary working across Health and Social Care to share appropriate information to identify areas of improvement.

Where providers cannot achieve the right standards, we will work pro-actively with the provider to ensure that the services are transferred to an alternative qualified provider in a co-ordinated and timely manner, always ensuring the least disruption for people receiving Support.

Key Messages for the Market

Think about how you can meet the gaps in services highlighted in this document.

Ensure that you understand how to tender for any work.

Attend provider and stakeholder meetings and forums with SBC to find out about any developments in the market and share your views with us.

Come and talk to us before developing a new service, especially if planning approval or CQC approval is required, or you are hoping to attract Council funded business.

Have you ever thought about becoming a Personal Assistant? you can find out more information on <https://www.slough.gov.uk/social-care/social-care-personal-assistant-jobs>

Prevention Services – Helping People to Help Themselves

Self-care and management of long-term conditions is a key element of all services. It is applicable to us all; it describes all the of the things we do which maintain our physical and mental health and emotional wellbeing.

We have re-designed the “Adult Social Care Front Door” to ensure effective signposting to alternative support for people who do not meet the threshold for statutory care.

VCS Support

The Voluntary and Community Sector has a key role to play in prevention, and we have recently recommissioned Slough CVS to provide infrastructure support to local voluntary and community sector organisations, including a volunteer service, jointly commissioned with the ICB, and funded through the Better Care Fund.

The work with the Slough CVS is essential to our ability to reach diverse communities, addressing inequalities and promoting health and wellbeing, particularly in areas of deprivation which are significantly higher in Slough than in other areas of the Frimley system.

In addition, the Council facilitates an annual grants programme to support voluntary and community sector groups who can meet identified demand for non-statutory services using data collected at the “Front Door”. Opportunities to bid for funds are advertised on the Council website, on the Slough CVS website and in various local media.

Wellbeing Service

We also commission several services which either promote health and wellbeing or which help address unhealthy lifestyle behaviours.

The Integrated Wellbeing Service (IWS) funded through the Public Health Grant, operates a single point of access to smoking cessation, falls prevention, cardio-vascular disease, weight management, health checks and brief alcohol intervention services.

The IWS is due to be recommissioned in 2024 which will likely be for a minimum period of three years - potentially with greater alignment in some areas with services operated by other East Berkshire authorities and Frimley ICS.

Falls

The Falls Free 4 Life service funded through the Better Care Fund (BCF) takes both self-referrals and professional referrals, completes comprehensive falls risk assessment, and deliver strength and balance classes to improve postural stability.

The service also includes home safety assessments to reduce the risk of falls, and there is also an ICB forum with a wide group of stakeholders sharing best practice and reviewing pathways ensuring falls prevention as part of integrated support offer to people living with frailty in local place areas.

Within the forum there is a focus on 'upstream' primary prevention as part of the 'Live Longer Better' programme approach promoting healthier lifestyles and activity that will maintain wellness and independence in the longer term.

Stroke Services

The Stroke support services, funded through BCF, continue to provide essential support to stroke survivors, and their families. A particular strength of the service has been to support people to maintain or return to employment and/or access to benefits which promote mental health and wellbeing, thus mitigating the impact of stroke on their lives.

Substance Misuse

We have recently commissioned an Integrated Substance Misuse Service to progress the government's 10 Years Drugs Strategy – From Harm to Hope; A 10-year drugs plan to cut crime and save lives.

Partnerships arrangements to progress the delivery of the broader strategy are facilitated through the Safe in Slough Partnership Board as part of the overarching strategic plan.

Supporting People to maximise their independence.

We are keen to promote independence and enable individuals with support needs and/or with long term conditions to live at home for as long as possible, and a range of services have been commissioned to provide practical help and support to enable people to remain as independent as possible.

Reablement

Reablement is the term used to describe care and support which is intended to promote people's independence and reduce the need for long term care and support.

Most people who use this short-term service usually reach their independence goals within a couple of weeks. The service is time limited for a maximum of 6 weeks, although you will only ever receive the service for the time you require it.

Reablement involves a team of workers supporting you which might include:

- care workers
- occupational therapists
- physio therapists
- social care workers

Collectively, and with your involvement, a plan is agreed with goals to be achieved. Reviews of your progress are undertaken with you. In addition, the Reablement service can also access equipment, aids and technology to help you gain, or remain, independent.

At the end of the service, you will receive an assessment to determine if you have eligible care and support needs, and the service will agree with you what the next steps are.

This service is currently provided by Slough Borough Council directly through a CQC registered service, remodelled in 2022. This review helped to re-focus the work of the team on reablement and maintaining/maximising independence.

This has significantly increased the reablement offer to both community ('step-up' support) and hospital discharge ('step down') providing a universal offer to help people regain skills, maintain, and maximise independence and continuing to live at home.

Services are provided free of charge for up to a six-week period and the focus is upon minimising any long-term need for adult social care. The service also takes referrals from the community to prevent hospital admission.

Home First and Discharge to Assess

Home First is a short-term rapid response service for people who need social care support to remain at home and is jointly commissioned through the Better Care Fund and the Adult Social Care Discharge Fund.

Short-term, interim care supports an early transition out of hospital for recovery and assessment in the community, preferably at home, or in an interim care bed. This maximises

people's potential to return and remain at home for longer term and avoids the need for a permanent placement in care home wherever possible.

The service is mainly used for people over the age of 65 but can be for younger adults if required. It provides short-term support, through a reablement approach which builds on people's strengths and supports them to retain and regain independence.

The service supports people get home from hospital quickly using the national "Discharge to Assess" model, with people returning home as soon as they are medically safe to do so and be supported to settle back in – up to 4 weeks where they are new to care services or there has been an increase in care needs. If needed, a period of reablement will be provided. Longer term ongoing health and care needs will be assessed during this period.

Urgent Care Response Service

The Urgent Care Response service was established in April 2022 and has been delivered as part of the Ageing Well programme across the Frimley ICB along with Anticipatory Care Planning and Enhanced Healthcare in Care Homes.

A community-based crisis response service is provided by a multi-skilled team to people in their own homes, including care homes, who have an urgent care need and involves an assessment and short-term intervention.

The two-hour response is designed to reduce preventable hospital admissions and the team will visit for an assessment to determine what intervention may be needed which may include relevant equipment, short-term support (for people in their own homes), or medical intervention.

The service has demonstrated significant success in keeping people at home through its rapid integrated response and in avoiding admissions to hospital, particularly through the 'call before you convey' campaign, working in partnership with the South-Central Ambulance Trust.

Community Equipment

The Integrated Community Equipment Service (ICES) offers a range of loan equipment to support the care needs and promote the independence and reablement of people living in Slough and enables timely discharge from hospital.

The equipment that is available to people includes: grab rails, walking aids, beds, seating and bathing equipment

We are currently recommissioning our Integrated Community Equipment Service with six other Local Authorities and two Integrated Care Systems across Berkshire; this is funded through the Better Care Fund.

The rapid access to a wide range of aids and equipment is essential in helping people to be supported to remain as independent as possible and remain in their own home, reducing or avoiding higher levels, and associated costs, of direct care provision.

Key Messages for the Market

Providers are encouraged to consider the community equipment services when supporting people, which may include supporting access to equipment, provide guidance on how to use it properly, working proactively to support people to develop and maximise their independence.

Providers and people are encouraged to return equipment once it is no longer needed to ensure resources are placed where needed.

Assistive Technology

As part of our Transformation Programme and to contribute to our goal of striving for independence for residents we are promoting the use a technology first approach to develop innovative opportunities to deliver better outcomes for local people.

This in turn will help us to ensure people's well-being, as well as demonstrate our fundamental principle of delivering services that are efficient and value for money.

We have a number of pilots planned that will identify small groups of individuals to trial new technology in order to achieve better outcomes and financial efficiencies and help us to develop some case studies to demonstrate the different types of technology that can be used to achieve a variety of outcomes.

Key Messages for the Market

We want to work with providers to ensure that the opportunities presented by the analogue to digital telephone switchover are utilised to improve efficiencies and deliver improved outcomes for people receiving social care.

We expect providers to utilise TEC within their service offer to maximise service flexibility and accessibility.

We will actively support providers to work with people who use their service to identify how TEC can be best implemented to maximise service flexibility and accessibility to enable person centred approaches.

We want to see that people are at the heart of the care they receive, and that TEC is used to facilitate this wherever appropriate.

Disabled Facilities Grant (DFGs),

Disabled Facilities Grant Disabled Facilities Grants (DFGs), which support the provision of adaptations for people with long term conditions and disabilities, are funded by central government via the Better Care Fund (BCF).

We have been able to provide a range of adaptations to disabled individuals' properties, enabling them to maintain independence in their own homes.

A new Housing Assistance policy was implemented in November 2022 and incorporated updated guidance on DFG released in the same year, which further informed our approach to DFG delivery.

The new policy granted us additional powers, such as discretionary grants and reduced administrative processes, including financial assessments. It also enabled the funding of additional staff and increased the service's capacity.

The DFG capital grant allocation from the Government for Slough in 2023/24 is £1,140,680, and this investment is expected to be maintained and potentially increased in the future.

The Independent Living Team has now been integrated into Adult Social Care from Housing. This integration has provided ASC with significant opportunities to implement changes more efficiently, resulting in improved delivery processes. Consequently, the new policy, team structures, and processes have been implemented, with the desired outcome of better integration between social care and adaptation services and reduced overall delivery costs.

The service has already begun reaping the benefits of these changes, as evidenced by our stairlift implementation timeline. Previously, the average waiting period following referral to the ILT team was one year, whereas our new KPIs aim for a 30-day turnaround post-referral to our stairlift provider.

Key Messages for the Market

We would like to grow the number of contractors and providers that can provide major adaptations work

We would be interested in receiving enquiries from building contractors who have experience in major adaptations for the disabled, to join a local Approved Contractor list for such works.

Existing building contractors might also consider expanding their operations

Advocacy

Independent advocacy is about speaking up for, and standing alongside individuals or groups, and not being influenced by the views of others. Fundamentally it is about everyone having the right to a voice: addressing barriers and imbalances of power, and ensuring that an individual's human rights are recognised, respected, and secured.

Independent advocacy supports people to navigate systems and acts as a catalyst for change in a situation. Independent advocacy can have a preventative role and stop situations from escalating, and it can help individuals and groups being supported to develop the skills, confidence and understanding to advocate for themselves.

Typically, the person instructs the advocate themselves. However, if the person lacks capacity around a particular decision and/or process, an advocate can also be appointed in the person's best interest.

There are various advocacy provisions depending on the issue:

- Care Act Advocacy
- Non-Statutory Advocacy (Generic)
- Independent Mental Health Advocacy (IMHA)
- Independent Mental Capacity Advocacy (IMCA)
- Deprivation of Liberty Safeguards (DOLS) and Relevant Person's Representatives (RPR)
- Litigation Friend
- Statutory National Health Service Complaints Advocacy (NHS – Complaints)

Carers

Carers play an important role in supporting individuals to remain independent at home. We have recently developed a Carers Strategy which provides information on the future for carers services in Slough, which has been developed with members of the Co-production Network including carers.

This strategy sets out how Slough Borough Council, [Slough Carers Strategy 2023 - 2026](#), working with partners, will support and encourage carers to manage their own health and wellbeing and, together with partners build carer resilience and make the right interventions when carers are most in need.

Unpaid family and friend carers are often the ones holding families and communities together, and giving the right support at the right time during a person's caring journey can make a huge difference to their lives. We aim to achieve improve the lives of carers by enabling them to make informed choices as well as exercise choice and control about the care and support they receive through the provision of accessible information and advice for them and the person they care for, including benefits and employment rights.

We are committed to ensuring that carers have access to a range of services that minimise the negative impacts of caring upon their health and well-being, prevent carer breakdown, and help prevent or delay them from developing a need for care and support themselves.

Feedback received from unpaid carers during the development of the strategy confirmed the negative impact of caring on physical health and mental health (including loneliness and isolation) including support for carers and suitable respite becoming more critical.

Carers fed back that access to respite, short breaks and sitting services were important to ensure that they get a break from their caring responsibilities as these prevent carer breakdown and can prevent unnecessary hospital admissions.

The Carers Strategy Action Plan includes a commitment to review the existing offer and any opportunities for developing this going forward.

The importance of seeing carers as individuals with their own lives, separate from the cared for person is an important part of the approach and is also key to receiving the right support, at the right time.

From 1st April -30 November 2023, 182 carers received a one-off Direct Payment for services that would help them to continue with their caring role.

Key Messages for the Market

We are keen to see providers identify carers across Slough in a timely way so that their needs are met, and they are supported in their caring role.

We want to see providers developing strong local partnerships, involving carers in the broader carers' health and wellbeing agenda.

Providers should consider the needs of carers, including the role of coproduction and engagement, at all levels of service development.

There is an expectation all service providers must consider the needs of carers within their approaches, working to embed the principles of our carers strategy to ensure a whole family approach to support.

We are keen to see a range of innovative approaches to offering respite and breaks for carers.

Helping People When they need it.

Personal Budgets and Direct Payments

A Personal Budget is the amount of money the Council allocates to an individual based on its assessment of their needs. People can take all their personal budget as a Direct Payment (DP) or use a mix of a Direct Payment and a managed service. (arranged and purchased by the Council).

Direct Payments are the Council's preferred mechanism for personalised care and support. They provide independence, choice, and control by enabling people to commission their own care and support in order to meet their eligible needs.

Between the 1st of April 2023 and the 30th of November 2023, 550 people (368 individuals and 182 Carers) had used a Direct Payment to arrange their care and support.

People who choose to receive a Direct Payment are required to either open a separate bank account from which transactions relating to the use of the Direct Payment must be made or receive their payments and spend the monies through a Pre-Paid Debit Card account which also has an on-line app to allow payments to be managed. The service also has a telephone support helpdesk.

Account information can be accessed remotely by the Council, meaning that account holders do not need to provide regular statements to the Council for audit and monitoring purposes.

In October 2023, over 50% of individuals receiving a Direct Payment were using a Pre-paid Debit Card Account, and it predicted that there will be a steady increase in their use.

Up to 58% of people use their Direct Payment to employ a Personal Assistant (PA) to provide care and support. The Council is actively promoting the use of PAs because of the benefits that this can deliver in terms of increasing independence, choice, control, and dignity.

Key Messages for the Market

We are looking for creative, person centred approaches to meeting people's needs.

Personal Assistants should register on the PA Register

We are keen to increase the range of different services available for people in receipt of a Direct Payment.

Anyone interested in becoming a Personal Assistant can find out more information
<https://www.slough.gov.uk/social-care/social-care-personal-assistant-jobs>

Micro Enterprise

Micro-providers are businesses that have ten or less paid or unpaid workers and provide a variety of services. The Council can offer support to micro-providers to enable local people to develop business ideas that will help individuals within their local community to be more independent and to meet their needs.

Key Messages for the Market

We need providers to work in partnership with us.

Think about how you can meet the gaps in services highlighted in this document.

Ensure that you understand how to tender for any work e.g., dynamic purchasing system.

Advertise/share your services and resources.

Attend provider and stakeholder meetings and forums to find out about any developments in the market and share your views with us.

Come and talk to us before developing a new service, especially if planning or CQC approval is required, or you are hoping to attract council funded business.

Home Based Care and Support Services

These services address the needs of people who require longer term or ongoing social care and support at home or in their local communities.

We commission Home Based Care Services from external provider organisations. These services are provided to people who have been assessed as eligible for social care and support, and for whom the Council has a responsibility to contribute towards the cost of the care.

Home based care and support is part of a system of services to enable people to remain living at home. Other parts of the system include short-term reablement, urgent care response, virtual wards, carer support, assistive technology, and Housing with Care.

Services are based on an ethos of reablement and promoting independence. They encourage people to retain and regain their confidence and independent living skills and over a longer period to reduce their dependency on care services.

Support varies according to individual need but includes help with all aspects of daily living, such as personal and domestic care, accessing the community and social networks and regular and planned respite for informal carers where this is part of an on-going package of care.

At times support may extend to include basic health care tasks with the appropriate training and oversight from health clinicians.

We currently commission 39 providers to deliver home care in Slough; as at November 2023, 24 of these providers are rated good or outstanding by the Care Quality Commission. 4 providers are rated as Requires Improvement and 11 have not yet been inspected by the CQC. The average weighted hourly rate is £18.85 per hour.

In 22/23 we commissioned 357,236 hours of home care for people aged 65 and over and 92,616 hours of home care for working aged adults aged 18-64.

Our approach is to periodically undertake mini competition rounds through a Dynamic Purchasing System (DPS) to refresh supply and ensure a sufficiency of supply within the borough to meet demand.

People who are eligible for home care either have the council arrange this for them or they can purchase their own care through a direct payment or managed account. Slough currently has the 2nd highest proportion of direct payments across the Southeast. ⁷

Key Messages for the Market

We need homebased care providers who are flexible, person-centred and use an enabling approach.

Providers must work in partnership to be outcome focused and charge realistic rates to create a sustainable service.

Home care providers are encouraged to join the homebased care dynamic purchasing system in order to apply for contracts for services that may be advertised in the future.

We welcome the opportunity to work in partnership with home care providers to explore and test concepts and innovations such as Technology Enabled Care, to improve the outcomes which can be achieved for people.

Housing with Care (also known as Extra Care)

We currently commission 126 Housing with Care units across Slough predominantly for older people. This provision is based in 2 Housing with Care schemes which have varied tenure arrangements.

We have nomination rights for 99 flats across the 2 schemes and have more recently recommissioned the care and support service within the extra care housing schemes.

We recognise that the approach to access and delivery of housing with care must change, and our key aims:

- Responsible, flexible, and integrated commissioning of services to respond to current and future need.

⁷ ASCOF returns.

- More extra care housing, exploring the opportunities to develop increasing numbers of mixed tenure models.
- A reduction in the reliance on care home settings both in and out of borough
- A greater focus on preventative services designed to enable people to remain at home living independently longer.
- A commitment to avoid social isolation and ensure integration within a community
- Innovative design and technology ready accommodation
- Partnership working and delivery of accommodation solutions.

Using the figures on the local population projections below and the Housing LIN formula shows that to meet that standard we should have 320 units now, increasing to 495 units of Extra Care by 2040.

Slough population aged 65 and over, projected to 2040

	2023	2025	2030	2035	2040
People aged 65-69	5,400	5,500	6,200	6,500	6,800
People aged 70-74	4,100	4,300	4,600	5,200	5,600
People aged 75-79	3,000	3,300	3,700	4,100	4,600
People aged 80-84	2,100	2,100	2,600	3,000	3,300
People aged 85-89	1,200	1,300	1,400	1,700	1,900
People aged 90 and over	800	800	900	1,000	1,200
		17,30	19,40	21,50	23,40
Total population 65 and over	16,600	0	0	0	0

Rate per 1,000 population over 75	Demand 2023	Actual 2023	Demand 2025	Demand 2030	Demand 2035	Demand 2040
45	320	126	338	387	441	495

In order to increase the number of Housing with Care places available we aim to co-produce and develop different and flexible models of Housing with Care within different housing arrangements including mixed tenure schemes.

Some of this provision may be refocussing home care currently delivered in sheltered housing schemes and/or repurposing sheltered accommodation. The focus of these services will continue to be on independent living, using technology.

Care Providers will be required to develop services that demonstrate effective outcomes for residents with dementia and other specialist needs as the population lives longer with more complex needs.

Additionally, we wish to explore mixed models of housing with care to ensure a balance of needs which support a vibrant community. This will involve the inclusion of some younger adults with low level support needs.

We want to ensure strong partnership working across housing and care providers and our operational teams to deliver good quality, joined up care and support with a focus on enablement and maintaining and promoting independence, including genuinely encouraging the development of social groups and activities run by the tenants for the tenant.

One of the priorities in the Older People's Strategy is **"to have a range of housing options to suit me in later life."**, with opportunities for Older People to secure advice and access to a range of accommodation tailored to the needs of Older People.

This is best achieved through a Housing Strategy developed with partners with particular attention to intergenerational families.

Key Messages for the Market

We invite providers of Housing with Care (Extra Care) to approach the Council as part of on-going market engagement.

We would encourage developers to approach us in relation to any new schemes.

Housing with Support (also known as Supported Living)

Living with a disability or long-term condition should not be a barrier to living a full independent successful life, including the choice to live independently in suitable, well-located accommodation.

Where you live significantly impacts, positively or negatively, on wellbeing, but it takes time to increase the range of housing options available for local people, so they can retain their independence for as long as possible.

Our aspiration is for adults with social care needs to live as independently as possible in their own home, and we want to take a 'whole life approach' to support individuals, working to ensure that:

- there is the right support at the right time in the right place, for all Slough residents who have an eligible assessed need.
- those with care and support needs have access to the right kind of housing to enable maximum independence.
- people are supported to live and be part of their local community, in a place they can call home.

We use the term 'Housing with Support' as a broad term which covers a variety of different types of supported housing options that the Council has a duty to provide. These include

- providing support and care in an individual's own home
- providing housing as part of the care and support solution.

Care and Support providers are commissioned to deliver responsive, flexible, and creative services that are capable of actively supporting people to participate within their local community and access relevant services and support.

The aim of these services is to promote independence and ensure the support is person centred and meets the needs of an individual, or group of individuals in supported living settings. Accommodation may vary and can include self-contained or single person services, and shared provision including core and cluster or shared houses and flats with shared support.

We currently commission support for 320 individuals living in supported accommodation from 21 care and support providers across Slough at various locations; almost all locations have been rated Good by the CQC although 5 have been recently assessed as Inadequate.

If we are unable to secure a local solution including use of any vacancies, we will undertake a "mini competition" through the DPS which includes a person-centred description of the individual's needs, goals, outcomes sought, interests and activities, alongside a description of the support required from the service.

This range of services now also includes a shared lives service, which is a regulated form of social care delivered by Shared Lives Carers who are approved by the Care Quality Commission (CQC) registered scheme. The aim of Shared Lives is to offer people aged 18 years and older an alternative and highly flexible form of accommodation and support.

Individuals who need support, and choose Shared Lives, are matched with compatible Shared Lives Carers who support and include the person in their Family and community life which provides working age adults with a learning disability or Mental Health need with the opportunity to live in a supportive and caring family environment with trained and approved Shared Lives care staff.

To reduce the reliance on residential care services, including those placements out of borough will only be achieved by increasing the number of alternative housing options which will include tech enabled care, general needs housing, supported living and supported living plus services.

We are currently finalising the assessment of need for both specialist accommodation and housing with support which is based on:

- Identification and analysis of the current supply of supported/specialist accommodation.
- Intelligence from local stakeholders, internal and external.
- Intelligence about potential new supply and factors that are driving demand for specialist accommodation locally.
- Improving the forward planning of young people who are transitioning to adult services and could be best supported by a supported living service.

Currently the assessment of supply and future need indicates that additional specialist and supported accommodation is required in Slough to meet identified need.

We need to ensure that we have a more strategic approach and have a continuum or pathway which will include moving people out of traditional residential care into more independent forms of housing with support as well as people stepping down from housing with support to general needs housing.

There is an established workstream in the Adult Social Care Transformation Programme taking forward an evidence-based approach to our local need for a range of accommodation with different models of provision.

Whilst placements are currently undertaken by BHFT we will be undertaking a joint and comprehensive review of provision and developing a mental health commissioning strategy, which will include an accommodation pathway:

- Floating support
- Intensive supported housing – with Intensive support available on-site 24/7
- Transitional supported housing – a bridge between more intensive services and independent living.
- Long-term supported housing – designed for people who will not be able to make the transition to independent living. On-site support with on call service element

Key Messages for the Market

We intend to work with partners to develop new housing accommodation to meet existing and future needs including the potential for developing council owned or purchased sites.

We want to encourage private development and mixed tenure schemes and look at exploring sites owned or purchased by developers.

We want to consider developing a Dynamic Purchasing System (DPS) or other type of 'framework' for supported housing providers alongside the DPS for care and support to stimulate the local market.

Day Opportunities

Day Opportunities are one of a range of community services available to people with care and support needs and are used by a range of people including adults over 65, people with physical disabilities, people with learning disabilities, autism and mental ill health.

A daytime support offer continues the journey away from traditional, 'one-size fits all', often building-based, day services to provision that focuses on what people want to achieve and what they are good at while accessing resources within their local communities.

Wherever possible this will have an employment focus, but always with the aim of providing support that helps people to find friendship groups and get involved in activities beneficial to their health and well-being, part and parcel of a personalised approach to all aspects of support using person-centred practices, based on building strong strength-based communities where individuals enjoy their rights as valued and connected members of that community.

A relatively low number of people access these services, people who are eligible for social care are assessed by the Council and services are currently spot purchased at a fixed price per session (a session is defined as a half day).

As part of the action planning linked to the implementation of our commissioning strategies we will be developing a new daytime activities strategy during 2024/25 to ensure we are able to offer people who use services a wider range of opportunities including learning new skills, taking up hobbies and sports, socialising in their local communities, going into higher education, volunteering or getting paid employment.

Key Messages for the Market

More day opportunities should be provided in the community, rather than be building based (where appropriate)

More day opportunities should be provided in the evenings and weekends as well as during the daytime

Day opportunities should not automatically be viewed as a service for life but as a stepping stone to greater independence, where appropriate

Care Homes – Over 65s

We want to ensure the development of an efficient market of care and support and increasingly we will emphasise the development of a sustainable market that prioritises a Home First approach, and the use of residential care for people as either interim step up/step down provision, or where the complexities of an individual's long-term health and care needs are such that they can only be met in a residential setting.

The further development of Extra Care Housing and improved usage of existing extra care facilities will require existing residential providers to review their business models and consider increasing the enhanced residential bed complement rather than a focus on standard residential care.

As of November 2023, there are eight care homes operating across the borough, with 200 residential beds and 202 nursing beds. We hold a block contract for 90 beds with one large nursing provider with individual placements being made with providers both within Slough and out of borough. Some "out of borough" placements are made nearby and can be as a result of family choice – Bracknell Forest, East Berkshire and Windsor and Maidenhead.

Three of the homes have been assessed as Good by the Care Quality Commission, four are Requires Improvement and one home has not yet been inspected.

The Market Sustainability Plan March 2023 identified a total demand for beds by 2025/26 of 270 beds based on demographic growth, which includes projected demand for self-funders.

While the number of beds in the market currently would be sufficient to meet projected demand, including the projected increase in self-funders (who will make up just under 35% of the current bed usage), the forecasts don't consider care home placements commissioned by other local authorities, which impact the capacity required to meet demand.

Recruitment and retention issues are significant in care homes, and the nursing workforce is a particular challenge across the health and care sector making the viability of registered nursing homes difficult to sustain and a new innovative model of delivering nursing home

provision is required. In addition, as acuity increases, we are likely to need more nursing beds to support older people with more complex needs and challenging behaviors.

Overall, we need to enable and support a more diverse market that is resilient, reducing risk and reliance on a small number of providers, ensuring the quality of services delivered is high and effectively meets the needs of Slough residents.

Key Messages for the Market

We want to work with the market to reprofile existing beds in Slough.

We want to talk to developers about potential new provision and an increase in nursing supply.

As the number of people living with dementia is growing, we expect all care homes to have staff trained to meet the needs of people who have dementia.

Care Homes – Under 65s

There are currently 6 residential care homes providing 35 residential beds for people aged 18 – 64.

All six homes have been assessed as Good by the Care Quality Commission, and there is currently sufficient supply within the borough to meet the outcomes for people with low to moderate need, people with more complex needs including acquired brain injury might need to access specialist provision outside of the borough.

More people are placed outside of the borough, but most of these placements are historic and most people have lived in these homes for many years. These placements have all been reviewed and the option for people to return to Slough to live in a supported living setting has been explored with the individuals and their families.

The only circumstances in which out of area residential places are considered are in exceptional circumstances where the person requires highly specialist support that is not available locally. An example would be for people who are deafblind and have complex disabilities.

As such we anticipate we will meet future accommodation-based needs within housing with support and housing with care developments, and on this basis, we do not identify a strategic need to increase the number of residential care services in Slough.

We are keen to contract with providers who deliver reablement and active support. The aim is for people to be supported to gain skills and achieve greater independence, enabling them to take more control of their lives. We will work with providers that promote individual skills, confidence, and independent connections to reduce dependency, and who can reduce reliance on dedicated 1:1 support in the least restrictive environment.

The Council uses its Dynamic Purchasing System to commission individual person-centred provision where a placement cannot be identified. The Council is currently undertaking a review of demand for these services and will advertise any tender opportunities via the In-Tend SE Shared Portal as and when they arise.

Key Messages for the Market

We want to reduce our reliance on residential care and will explore alternative types of accommodation-based support, which may include general needs housing, supported living and housing with care.

We would also welcome discussion with existing service providers who can offer:

- Cost effective short breaks
- Unplanned/emergency care beds

PROCUREMENT FORWARD PLAN

	Contract Title	Description, including deliverables and outcomes	Indicative Value	Procurement start date	Intended start date of contract
1	Stroke Support Services	The East Berkshire Specialist Stroke Service provides high quality information, advice and support to stroke survivors and families.	Total value of contract across East Berkshire is £824,000	April 2024	April 2025
2	Floating support (Homelessness recommissioning)	Short term tenancy sustainment support to enable people to maintain their accommodation and reduce risk of homelessness.	Annual contract value of £117,000	April 2024	April 2025
3	LD Supported Living and Mental Health Supported Living	Multiple Supplier contracts to deliver Accommodation with care or support.		December 2024	September 2025
4	Mental Health Accommodation based care and support	Provide care and support to 16 people with complex and high mental health support needs	£209,651 per annum		June 2025
5	Mental health Accommodation based care and support	Provide care and support to 10 people with complex and high mental health support needs	£368,705 per annum		June 2025
6	Carers respite	Range of respite including bed-based options		September 24	March 2025
11	Technology equipment to support people with Learning Disabilities	Technology equipment to enable people with Learning Disabilities to live independently and reduce care and support costs	£500k	June 2024	September 2024

Tell Us What You Think

To discuss any of the areas within this Market Position Statement further or give feedback please complete the questionnaire below or send us a general email to:

ASC.ContractsManagement@slough.gov.uk

Market Position Statement Survey (MPS)

We would like your views on the content and format of the MPS which we will be updating on a regular basis.

Your feedback is anonymous and confidential. Please tick all the answers that apply.

1. Are you currently a provider of social care within Slough?

Yes No Not applicable.

If No, what would encourage/enable you to offer a service within Slough in the future?

.....

If you are not a current provider, what was the purpose of reading the MPS?

.....

2. As a current provider, what type of service are you?

- Care home
- Housing with Care (Extra Care)
- Housing with Support (Supported Living)
- Home care
- Day service
- Voluntary and Community Sector
- Other (please specify)

.....

3. How would you rate your experience of working with Slough Borough Council?

Very good Good Ok Poor

If poor, please provide suggestions of what could be done to improve this?

.....

4. How would you rate the Market Position Statement?

Topic	Very Good	Good	OK	Poor
Relevant to your service				
Easy to read				
Content				
Does it tell me what I want to know?				

Please provide suggestions of what could be done to improve the MPS or any additional comments below

.....

.....

5. Is there anything else you would like to see in future editions of the Market Position Statement?

.....

.....

Thank you for completing the survey. Please email to:

ASC.ContractsManagement@slough.gov.uk

APPENDIX TO MARKET POSITION STATEMENT

FEEDBACK FROM PROVIDERS

Feedback from Care Providers

A number of Provider Forums took place during December.

Care Connected is our relaunched Provider Forum and is segmented by market, with a specific forum for Care Homes, Homecare and one for Housing with Support/Care (Supported Living and Extra Care Housing providers).

The draft Market Position Statement and key messages for each market was shared at each of the forum meetings.

Feedback from Forums

- increased transparency needed from the Council about ways of working and who to contact when issues arise
- Working together and providers being involved in decision making rather than being done to, which is the current perception
- An increased understanding about how the council commissions care services
- Increasing fees so providers can adequately recruit and retain staff.
- There needs to be clear Pathways for people who need Supported Living accommodation
- The gaps in provision and trends/patterns of need are not communicated to us
- Voids (empty tenancies) impact on provider's business model and sustainability of service - there needs to be a better way of matching people's need to provision to avoid placements breaking down
- We welcome more focused provider engagement events in relation to specific market sectors

As a consequence of the feedback received we have:

- Sent out a special edition of our Provider Bulletin to all providers to identify their key staff contacts across Market Management
- Surveyed providers on cost pressures and held bespoke Care Connected Forums to discuss fee setting 24/25
- Learned lessons from fee setting process 23/24 and recommending changes to the approach including automatic inflationary uplifts
- Enhanced capacity in Contracts Management to support fee uplift processes
- Invested in a Place Based license for CareCubed which will be made available to providers as part of phase 4 roll out to support their requests for exceptional uplifts, new placement costs
- March provider forums will include presentations from relevant commissioners to outline key priorities
- Ensured providers are represented at all Partnership Boards

Further market engagement will take place routinely through Care Connected Forums every quarter to inform the annual refresh of the Market Position Statement

Slough Borough Council

Report To:	Cabinet
Date:	15 th April 2024
Subject:	Adult Social Care Direct Payments Policy
Lead Member:	Cllr Anna Wright , Social Care and Public Health
Chief Officer:	Executive Director, Marc Gadsby
Contact Officer:	Director of Commissioning, Jane Senior Group Manager Purchasing, Suzanne Binns
Ward(s):	All
Key Decision:	NO
Exempt:	NO
Decision Subject To Call In:	YES
Appendices:	Appendix 1 - Adult Social Care Direct Payments Policy Appendix 2 – Equality Impact Assessment

1. Summary and Recommendations

1.1 This report seeks approval of the Adult Social Care Direct Payments Policy which has been developed to replace existing guidance.

Recommendations:

Cabinet is recommended to:

1. Approve the Adult Social Care Direct Payment Policy, shown at Appendix 1.

Reason:

To ensure that an up to date Adult Social Care Direct Payment Policy is in place which has been approved by Cabinet Members.

Commissioner Review

“The commissioners are content with the recommendations in this report”.

2. Report

Introductory paragraph

Having an up to date ASC Direct Payments Policy supports the following Corporate priorities and Slough's Well-being Strategy:

2.1 Slough Corporate Plan 2023-27

1. A town where residents can live healthier, safer and more independent lives
2. Working with partners to target health inequalities and promote wellbeing
3. Supporting residents to be as independent as possible whilst providing quality services for the most vulnerable adults.

2.2 Slough Wellbeing Strategy 2022-25

Priority 2: Integration

2.2.1 Increase the number of people living independently at home and decrease the proportion living in care homes

2.2.3 Increase the number of people who are managing their own health and care needs.

2.3 Direct Payments promote an individual's wellbeing and allows them to become more independent and have greater choice and control over how they organise, arrange, and purchase services to meet their assessed and eligible care and support needs.

2.4 Promotion of the Direct Payments Scheme has been successful in raising the number of people choosing to take up the offer of a Direct Payment.

2.5 Direct Payments Scheme Activity 1st April 2023 to 30th November 2023

368 people have received a Direct Payment during 2023/24 from the 1st April 2023 to the end of November 2023.

327 people were in receipt of an ongoing Direct Payment as at 30th November 2023.

182 Carers received a one off Direct Payment during the period 1st April 2023 to the 30th November 2023.

2.6 Options considered:

The following options were considered in development of this Policy.

Option	Pros	Cons
Option 1 Do nothing Not Recommended	Less staff time required to develop a Policy	Lack of visibility to Members or the Public of arrangements and approach towards Direct Payments and how they will be offered and administered.

<p>Option 2. Retain internal guidance documentation only .</p> <p>Not Recommended.</p>	<p>Staff continue to deliver direct payments in accordance with internal guidance – which is compliant with the legislation,</p>	<p>. Lack of visibility to Members or the Public of arrangements and approach towards Direct Payments and how they will be offered and administered.</p>
<p>Option 3. Develop a Direct Payments Policy for approval by Cabinet Members and publish on the Council’s website in an accessible format.</p> <p>Recommended.</p>	<p>Clarity and visibility regarding arrangements and approach towards Direct Payments and how they will be offered and administered. Approval of policy in accordance with the Council’s Constitution.</p>	<p>Additional resource requirements to develop a policy.</p>

2.7 Option 3 is recommended.

2.8 Background

2.8.1 The Care and Support (Direct Payments) Regulations 2014 came into force on 31st October 2014. This permitted the Council to make available the funds granted to the individual as part of their assessment under s9 of The Care Act 2014 to be made as a Direct Payment. Furthermore, the Council is required, except for where it would be inappropriate to do so, to offer adults who have been assessed under s 9 of The Care Act 2014 the choice to receive the money required to purchase services to meet their assessed and eligible needs as a Direct Payment.

2.8.2 The Direct Payment recipient uses the money to organise, arrange and purchase services directly to meet their care and support needs, rather than receive services commissioned by the Council. In this way the Direct Payment recipient has increased choice and control on how their care and support needs are met.

2.8.3 DP recipients can choose whether they employ carers directly, engage a self-employed carer, or purchase services through a care agency of their choice. This allows greater flexibility in arrangements when compared to directly commissioned services in terms of the timing of visits, the appointed carer’s level of understanding of the individual’s lifestyle, hobbies and interests to support them in social activities, language or communication needs, community, culture, religious and spiritual beliefs.

2.8.4 The Direct Payments Policy sets out when and how the arrangements will be administered by the Adult Social Care department.

2.8.5 Individuals who are caring for someone with assessed and eligible care and support needs on a substantial and regular basis are also eligible to receive a one-off Carers Direct Payment. This can be used to meet their needs as identified by a Carer’s Assessment or a Joint Assessment carried out at the time the cared for person is being assessed under s.9 of The Care Act 2014. Currently, for the financial year 2023/24, these payments are set at £150, £225, and £300 depending on the level of assessed need.

2.8.6 To maximise the opportunity for individuals to receive the benefits of Direct Payments, the Direct Payment Team promotes the scheme through a range of

mechanisms. This includes: providing information to social workers during their induction, attending operational Social Work team meetings and arranging training sessions for social workers in conjunction with the Group Manager for Operational Social Work. Members of the Direct Payments team also visit individuals who want to explore receiving a Direct Payment and explain the scheme, so that the person can make an informed decision whether or not they would like to receive a Direct Payment.

2.8.7 Direct Payment recipients can use the money to either,

- 1) become an employer so that they can choose an independent carer looking for employment, or
- 2) chose to receive services from an independent self-employed carer (sometimes referred to as a micro-provider), or
- 3) purchase services from a care agency of their choice.

Sometimes an individual will combine those choices to create the most suitable arrangement to meet their needs.

2.8.8 The Direct Payment supports the individual to be independent and not dependent on the Council to arrange or commission traditional services. The individual has independent choice and control over the services they receive and the way services are provided. They are able to monitor and manage the care and support they receive and have the flexibility to change the tasks undertaken as and when required to support their wellbeing.

2.8.9 The co-production network has been consulted on information made available to regarding direct payments which is accessible.

3. Implications of the Recommendation

3.1 *Financial implications*

3.1.1 During the period from 1st April 2023 to 31st January 2024 a total of £4,716,668 was paid to direct payment recipients with the ratio of 3 direct payment recipients using a Pre-payment Card to every 1 using a Direct Payment Bank Account. Monies are paid to the direct payment recipients minus any client contribution they have been assessed to pay. The direct payment recipients is required to upload their client contribution to the Direct Payment Account and evidence spend. This is considered a cost efficient way of ensuring client contributions are made.

3.1.2 The Direct Payment recipient can make best use of local community resources and other social networks that are available to meet their needs and this often results in a more cost effective service over time. This is evidenced by the amount of funds over the contingency budget that can be transferred back to the Council when the Direct Payment Accounts are reviewed. Monies can be reclaimed for when there are no planned spend activities above contingency, recoup of monies not spent on appropriate purchases, and balances, minus refund of unused client contribution, when the Direct Payment Account is closed. This helps the department to reduce budgetary pressures.

3.1.3 During the period from 1st April 2023 to 31st January 2024 a total of £500,187 funds have been reclaimed.

3.1.4 The Council monitors and reviews direct payments to ensure that they are being used as intended, that conditions are met and that public funds are being used effectively. The Council informs Direct Payment recipient of the monitoring and review requirements including what records must be retained and what information will be required to be produced. Reviews are undertaken as appropriate and proportionate to the relevant circumstances.

3.2 *Legal implications*

3.2.1 The Direct Payments Policy takes account of relevant legislation, regulation and guidance. Eligibility for a person to receive a Direct Payment and how it is administered is underpinned by relevant legislation including:

- The Care Act 2014 effective from 1 April 2015;
- The Mental Health Act 1983 (MHA)
- The Mental Capacity Act 2005 (MCA)
- The Equalities Act 2010
- The Human Rights Act 1998

3.2.2 There is also relevant Guidance and Regulations set out in

- Care and Support (Direct Payments) Regulations 2014, and
- Care and Support Statutory Guidance

3.3 *Risk management implications*

3.3.1 The recommended option to replace the staff guidance document with a public and staff facing policy mitigates risk of challenge on transparency concerns and clearly sets out the policy for the public and staff. The table below set out the risks and mitigations concerning the recommended option.

Risk	Assessment of Risk	Mitigation	Residual Risk
Practice is not compliant with the new Adult Social Care Direct Payment Policy	Medium / Low	Group Manager for Purchasing will brief the Direct Payments Team and ensure that practice of the team complies with the new policy. Any issues will be captured through supervision and other processes,	Low

3.4 *Environmental implications*

3.4.1 There may be an impact in relation to infection control, as most individual employers employ fewer individual staff and where there is increased continuity of care from the same staff members. This has the potential to decrease transmission between households.

3.5 *Equality implications*

3.5.1 An equality impact assessment indicates that the operation of a Direct Payment Scheme assists Direct Payment Recipients to choose services from individuals already known to them, from carers who understand their cultural and spiritual needs and can be flexible so that service times can be adjusted by the individual as and when required.

3.5.2 The assessment indicates that measures have been put in place to assist people to receive the benefits of a DP but who are unable to manage the payments themselves. The introduction of payroll company support, pre-payment card accounts, a managed account service, and the appointment of a nominated individual or authorised person, all mitigate the negative impact of the scheme.

3.6 *Corporate Parenting Implications*

3.6.1 Not applicable. This policy relates to Adult Social Care services only.

3.7 *Procurement implications*

3.7.1 Not applicable to this report.

3.8 *Workforce implications*

3.8.1 There are no proposed changes to staffing levels as a result of implementation of the new Direct Payments Policy.

3.9 *Property implications*

3.9.1 There are no property implications arising from this report.

4. Background Papers

None.

Direct Payments Policy

Slough Adult Social Care

Version number	2.0
Date of issue	v.2.0 April 2024 (Updated March 2024)
Date for review	November 2025
Written by	Policy Lead
Ratified	ASC Divisional Leadership Team
Outcome	<p>The Direct Payments Policy ensures that Slough Borough Council Adult Social Care is compliant with all relevant legislation and case law.</p> <p>The policy aims to ensure that the delivery of Direct Payments supports local people to live independently, have control over their lives, be as well as possible for as long as possible and feel safe. It also provides effective procedural guidance for staff to enable them to apply the policy and accompanying guidance appropriately.</p>

Equality and Diversity Statement

Slough Borough Council Adult Social Care aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that no-one is placed at a disadvantage over others.

Throughout the development of the policies and processes cited in this document, we have:

- Given due regard to the need to eliminate discrimination, harassment and victimisation, to advance equality of opportunity, and to foster good relations between people who have shared a relevant protected characteristic (as cited under the Equality Act 2010) and those who do not share it.
- Given regard to the need to reduce inequalities between people in access to, and outcomes from, social care services and in securing that services are provided in an integrated way where this might reduce health inequalities.

Members of staff, volunteers or members of the public may request assistance with this policy if they have particular needs, including the need for communications support. If the member of staff has language difficulties and difficulty in understanding this policy, the use of an interpreter will be considered.

Direct Payments Policy

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Direct Payments Policy

1. Purpose

This policy applies when Slough Borough Council (we / the Council) intends to:

- meet unmet eligible needs under the Care Act 2014 (the Care Act) **or**
- discharge its after-care duties under s117 Mental Health Act 1983 (the MHA).

For more information about meeting needs under the Care Act and about s117 MHA after-care, please see our:

- Assessment, Care and Support Planning and Review Policy
- Carers policy
- S117 MHA aftercare policy

2. Key Legislation

This policy is based on the following legislation and guidance:

- The Care Act 2014, in particular, sections 31 - 33, and 75 (7)
- The Mental Health Act 1983 section 117 (2C)
- The Care and Support (Direct Payments) Regulations 2014 Care and Support statutory guidance, in particular, chapter 12.

Local authority duties to achieve best value derive from:

- The Local Government Act 1999 - section 3

Other legislation relevant to this policy includes but is not limited to:

- GDPR as enacted in the Data Protection Act 2018
- The Equality Act 2010
- The Human Rights Act 1998
- The Mental Capacity Act 2005 (MCA)
- The Mental Capacity (Amendment) Act 2019.

3. Definitions

Adult with Capacity: An adult who has the mental capacity to make decisions about direct payments

Adult without Capacity: An adult who does not have the mental capacity to make decisions about direct payments. The Council will assume that people are able to make their own decisions about direct payments until we have established that they cannot. We will follow our Mental Capacity Act policy where capacity is in doubt.

Authorised Person: Someone who is authorised under the MCA to make personal welfare decisions about an adult without capacity, i.e., someone who:

- Holds a lasting power of attorney (health and welfare) given to them by the adult before they lost capacity, or
- Was appointed as a deputy for the adult by the Court of Protection under section 16 of the MCA.

Where the person making the request for direct payments on behalf of an adult without capacity is not authorised to make personal welfare decisions as described above, the Council and any person who is authorised to make personal welfare decisions must agree that the person making the request is a suitable person to act as the authorised person.

Carer: A carer is someone of any age who provides practical or emotional support to / looks after a family member, partner or friend who needs help because of frailty, physical or mental illness, or disability. This does not usually include people who are paid, employed or volunteer to act as carers.

The term 'carer' in this policy means an adult caring for another adult.

Close Family Member: Someone who is the adult's:

- Parent or parent-in-law
- Son or daughter
- Son-in-law/daughter-in-law
- Stepson or stepdaughter
- Brother or sister
- Aunt or uncle
- Grandparent, or
- The spouse/partner of any of the people listed and living in the same household as the adult.

DBS: Screening through Disclosure and Barring Services. This checks criminal history and identifies people barred from working with children and vulnerable adults

Financial Assessment: Means tested charges apply in most cases when the Council meets unmet eligible needs for care and support under the Care Act. Where the Council intends to charge for meeting needs, our Financial Assessment and Benefits (FAB) Team carry out a financial assessment (a means test) to decide whether the person can afford to pay all, part or none of the cost of their care and support. Charges do not apply when the Council is:

- providing after-care services under S117 MHA
- meeting the unmet eligible needs of carers under the Care Act

Managed Account: Managed accounts are used in limited circumstances, for example where an adult / authorised person is unable to competently manage the Direct Payment themselves. Direct payments are made to a commissioned service

which manages the funds on their behalf. The direct payments recipient remains responsible for how direct payments are used. For example, if direct payments are used to employ staff, the direct payments recipient is the employer, even though the commissioned service may carry out employment activities on a day-to-day basis. Adults who are able to provide consent may also elect to use a managed account.

MCA: Mental Capacity Act 2005

MHA: Mental Health Act 1983

Minor Adaptations: An adaptation is defined as minor when the total cost including supply and fitting is less than £1000.

4. Policy Statement

This policy sets out the conditions that apply to direct payments and applies to:

- adults (including carers) assessed as having unmet eligible needs under the Care Act where the Council intends to fund part or all of the cost of meeting those needs
- adults entitled to after-care services where the Council is discharging its duties under s117 of the Mental Health Act 1983
- Adult Social Care staff
- any individual or organisation to whom the Council has delegated its duties for support planning and review under the Care Act or its S117 after-care duties.

When the Council is going to contribute towards the cost of meeting needs under the Care Act or pay for S117 after-care arrangements, people who would like to arrange some or all of their own support may apply to the Council for direct payments. Direct payments are not yet available for long-term residential care.

Most people apply for direct payments when they agree their plan for support / aftercare with the Council, but they can apply at any other time. They may also opt out of direct payment arrangements at any time by notifying the Council if they change their mind about having direct payments.

Supporting choice and involvement

We will explain about direct payments at the planning stage so that people may apply for one if they would like to arrange some or all of their own support / aftercare. See our Assessment, Care and Support Planning and Review Policy.

We will actively support people to be involved in planning their support / after-care. We will make reasonable adjustments in line with our duties under the Equality Act 2010 and the Care Act to overcome barriers to involvement. Please see also our:

- Accessible Information policy
- Advocacy policy.

We will assume that adults are able to make their own decisions about direct payments. Where this is not the case, we will follow our Mental Capacity Act policy.

5. Procedure Applying for direct payments

Conditions - adults with capacity / nominated person

The Council will provide direct payments when it is satisfied that:

- the adult has capacity to request direct payments and where applicable any nominated person agrees to receive direct payments, **and**
- the Care and Support (Direct Payments) Regulations 2014 do not prohibit needs from being met through direct payments **and**
- the adult or any nominated person can manage direct payments either independently or with support, **and**
- making direct payments to the adult / nominated person is an appropriate way of meeting needs.

Adults with capacity may **nominate** someone else (often a family member or friend) to manage direct payments on their behalf.

The Council must agree to the arrangement **where the relevant conditions are met including** as the **nominated person** is in a position of trust, is responsible and accountable for how direct payments are used and will be held liable for any misuse of payments.

Conditions - authorised person for an adult who lacks capacity

Requests for direct payments for an adult who lacks capacity to request them must be made by an authorised person. This means someone

- who is authorised under the MCA to make personal welfare decisions for an adult without capacity because they:
 - hold a registered lasting power of attorney (health and welfare) given by the adult before the adult lost capacity, or
 - are a deputy appointed by the Court of Protection

or
- that the Council (and anyone authorised under the MCA to make personal welfare decisions for the adult) agrees is a suitable person to be the authorised person to manage direct payments.

The Council will consider all the relevant circumstances on a case-by-case basis when determining who is a suitable person to be the authorised person to manage direct payments.

The Council will provide direct payments when it is satisfied that:

- where the person making the request for direct payments is authorised under the MCA to make personal welfare decisions for the adult, any person who is so authorised supports the request, **and**

- the Care and Support (Direct Payments) Regulations 2014 do not prohibit needs from being met through direct payments **and**
- the authorised person will act in the adult's best interest in arranging care and support with direct payments, **and**
- the authorised person can manage direct payments either independently or with support, **and**
- making direct payments to the authorised person is an appropriate way of meeting needs.

When assessing whether making direct payments to the authorised person is an appropriate way of meeting needs, the Council will:

- Consult and consider the views of anyone:
 - named by the adult as someone to be consulted about whether direct payments should be made to the authorised person
 - engaged in caring for the adult or interested in their welfare, ○ authorised under the MCA to make decisions about the adult's needs for care and support.
- Consider:
 - the adult's past and present wishes and feelings, particularly any relevant written statement made by the adult before they lost capacity
 - the beliefs and values that would be likely to influence the adult's decision if they had capacity and
 - other relevant factors the adult would be likely to consider if they were able to do so.

An authorised person acting on behalf of an adult who lacks capacity:

- must notify the Council if they believe that the adult has regained capacity.
- is in a position of trust, is responsible and accountable for how direct payments are used and will be held liable for any misuse of direct payments.

Where an adult is unable to consent to direct payments and no appropriate Authorised Person is identified, no direct payments can be made.

Declining an application

The Council will decline any application for direct payments where the conditions set out are not met in full.

When the Council declines an application for direct payments, we will explain in writing:

- which condition(s) was not met
- the reason the Council considers the condition(s) to be unmet
- what the person may need to do to obtain a positive decision
- how to appeal the decision through the Council's complaints process
- continue planning with the adult to ensure that their needs are met / aftercare services provided without the use of direct payments.

When a direct payment is agreed

Direct payments agreements

When a direct payment is agreed, the person who is going to manage the direct payment must enter into a written agreement with the Council.

The Council will provide a copy of the signed agreement to signatories.

Direct payment accounts

The Council will set up a Prepayment card account for the person responsible for managing direct payments. Alternatively, a new bank account could be opened solely for the direct payments to be paid into. The person responsible for managing direct payments will give the council full and correct details of their chosen methods account.

Other options may be available to enable the adult to have a direct payment if the adult/nominated person/authorised person as relevant is unable to manage a Prepayment card account. For example, in some circumstances, the Council may make direct payments conditional on having a managed account.

One-off direct payments do not require a separate account and can be paid directly into an adult's or carer's existing account.

Client Contributions

Means tested client contributions (charge) apply in almost all cases where the Council is meeting an adult's needs for care and support under the Care Act. Where a charge applies, we will ask the adult to have a financial assessment (a means test). This determines the amount (if any) they must pay towards the full cost of their care and support.

Where the financial assessment determines that the adult must pay some or all of the cost of their care and support:

- the adult, nominated or authorised person must pay the assessed amount into the Direct payment Account weekly or monthly
- the Council will add its contribution where relevant. Any contribution from the Council starts once any relevant assessed amount has been fully used. Excess funds which accumulate in the account remain the property of the Council.

The Council will pay the **full** amount agreed in the support plan into the Direct Payment Account each month for:

- S117 after-care arrangements / carer support. Charges do not apply to after-care arrangements or to support directly provided to carers. Where an adult has consented to receive services in order to meet / reduce their carer's needs, charging and financial assessment will apply to the adult
- any adult assessed as not having to contribute towards the full cost of their care and support.

The Council:

- will pay its share of the cost of meeting needs / providing after-care services as agreed in the plan into the Direct Payment Account monthly in advance.
- may make an initial or one-off payment to the account, for example for agreed set up costs, or to meet a specific eligible need that arises during the year or is an eligible annual one-off carer's payment.

The person responsible for managing direct payments uses the funds in the Direct Payment account to arrange the care / after-care agreed in the plan and must meet all costs within the amount agreed.

Getting help to manage direct payments

Anyone (including any nominated or authorised person) who agrees to be responsible for managing direct payments must be capable of managing direct payments either independently or with help.

People managing a direct payment may purchase assistance, for example record keeping, payroll and other employment related services or a managed account.

In some circumstances, the Council may make direct payments conditional upon having a managed account.

Conditions that apply to the use of direct payments

The Council may:

- make direct payments subject to additional specific conditions
- discontinue and / or recover direct payments where the Council has reason to believe that direct payments may have been misspent or accumulated without good reason.

Direct payments **must** be used only as agreed in the direct payments agreement and **must** be used to pay for:

- support to meet needs or for after-care services as agreed in the adult's plan
- services which are safe, legal, adequately safeguard and promote the adult's welfare and wellbeing and are value for money. This does not mean choosing the cheapest option but the one which delivers the outcomes desired at best value for public money.

Direct payments **must not** be used to purchase:

- any service directly provided by the Council
- services, equipment and / or minor adaptations which are the responsibility of other public bodies
- Any expenditure/activity that isn't in your support plan

- Employing someone who lives in the same household (unless there are exceptional reasons which have been agreed)
- Long term Residential care or Nursing Care Services
- Any activity that is illegal
- Services that can be obtained free of charge (e.g. dentistry, eye care, health care)
- Any activity that puts you or others at risk of serious harm
- Expenditure on drugs, tobacco or alcohol
- Clothing and jewellery
- Food/heating/lighting/general household or living expenses
- Rent or housing costs
- Any form of building works
- Aids and adaptations which should be funded from other sources
- General Bank charges
- Mobile phone charges
- Payments to purchase and/or maintain ordinary household items, unless this is explicitly specified in your Support Plan, and meets an agreed need, (e.g. an individual budget would not normally be used to help someone pay to repair their central heating boiler or shower, or to buy carpets)
- Gifts
- Cash Withdrawals (unless agreed in your support plan)
- Gambling
- Purchasing Food and Drink
- Transport Costs.

This is not a full list and the adult or their nominated or authorised person should contact the council if they are not sure what the money can be spent on.

The direct payment should only be spent on what has been agreed in the adult's support plan. If the money is used for anything else, the council may require the money spent to be paid it back into the Direct Payment account.

However, direct payments **may** be used to pay for:

- short breaks in a care home provided that in any 12-month period direct payments are not used to pay for:

- more than 4 consecutive weeks of care in a care home or two periods of less than 4 weeks care in a care home which are less than 4 weeks apart and when added together exceed 4 weeks of care in total
- non-residential services for someone who lives in a care home, for example to try out independent living before moving out of the care home or so that the adult can take part in daytime activities.

Care and support while staying outside of the UK

If you need care whilst you are abroad, you can take your regular carer or PA, but you must pay for their travel expenses and accommodation and not use the direct payment funds.

You can contact a care agency in the country you are travelling to. You will need to find out if the country has a system for regulating social care equivalent to the CQC in England, and ensure the provider fully complies with this. If you consider using a PA in the country you are travelling to, you must ensure you comply with that country's laws regarding employing a PA. If you normally employ a PA in the UK, you must also provide them with sufficient notice for their annual leave requirement during this time and ASC would encourage you to refer to your contract of employment before doing so.

Direct payments while abroad will generally not be paid for more than four weeks in any one calendar year, however there may be exceptional circumstances where this could be extended. This will be considered on a case by case basis by the relevant social care team and approved by the People and Practice Panel.

It is the individual's responsibility to advise the council of going abroad. Failure to return home on the expected date will generally result in the suspension and possible termination of the direct payment, requiring a reassessment of need. Any overpaid direct payment funds will also generally be reclaimed from you.

Except in exceptional circumstances and only as expressly authorised in writing by the Council, direct payments **must not** be used to pay the adult's spouse / partner or a close family member who lives in the same household as the adult to:

meet the adult's needs or

- provide administrative or management support or services in managing the direct payment

Except in exceptional circumstances and only as expressly authorised in writing by the Council, an authorised or nominated person **must not** use direct payments to pay themselves to provide services to the person with care and support needs.

Carer direct payments **must not** be used to purchase care and support for the person with care and support needs. They **must** be used only to meet the carer's own unmet eligible needs.

Using direct payments to employ staff

Legal responsibilities as employers

Direct payments may be used to employ staff, to engage self-employed personal assistants or to pay an agency to provide services. People using direct payments to employ staff become employers and as such have legal responsibilities. An outline of responsibilities can be found at:

[Disability Tax Guide](#) and [Employing Staff](#)

Where direct payments will be used to employ staff, the Council will:

- advise the person responsible for managing direct payments that there are legal responsibilities involved in becoming an employer and explain how to maintain good employment practices

- urge the person to seek advice about:
 - employer legal responsibilities, including being responsible for all employment related costs, such as workplace pensions, redundancy
 - compulsory employers' liability insurance
- provide a list of direct payment support service providers which can provide information, advice and support.

Disclosure and Barring Services (DBS) checks

The Council **strongly recommends** that DBS checks are carried out for all personal assistants even when the person managing direct payments is not obliged to do so.

Council duty to protect public funds

The Council has a duty to protect the public funds that it administers.

Surplus funds & Debt recovery

Where a Direct Payment Bank Account is held and it is necessary to reclaim unspent (surplus) funds, the DP recipient will have no more than 21 days in which to return the funds and settle the account. Failure to do this will result in SBC's Debt Recovery Policy being activated and the recovery of monies initiated.

Where Prepayment Cards are held, any refunds due to the Council will be deducted from any balance on the card account and where necessary any shortfall will result in initiating the debt recovery procedures to recover the debt to the Council.

The Council will continue to meet needs for care and support if an adult fails to pay the assessed amount (where relevant) into the Direct payment account but the Council:

- will follow its usual debt recovery procedures to recover the debt to the Council
- may suspend or end direct payments either permanently or temporarily.

Fraud and misuse of public funds

Suspected concerns about fraud, including fraud committed against other public bodies, will be reported to the Council's Internal Audit Investigation Team for investigation which may lead to:

information sharing between the Council and other bodies responsible for

auditing or administering public funds such as H.M. Revenue and Customs and the Department for Work and Pensions, and / or

- criminal prosecution.

Monitoring and reviewing direct payments

The Council will keep direct payments under review to ensure that they are being used as intended, that conditions are met and that public funds are being used effectively.

We will inform anyone entering into a direct payment agreement with the Council about monitoring and review requirements including what records they must retain and what information they will be required to produce.

We will review how direct payments are being used within the first six months of the agreement and then at intervals of no more than 12 months.

The Council will also review direct payments at any time when it considers that:

- there has been a change in capacity, or
- any of the conditions is no longer met, or
- direct payments have not been used as intended, or have been persistently underspent, or
- the adult's safety and welfare have been compromised, or
- there has been any change which may adversely affect the effectiveness and intention of the support / after - care arrangements.

Direct Payment financial reviews will be appropriate and proportionate to the relevant circumstances. The review may:

be a 'light touch' review of the Direct Payment Account after which the Council will write to the person managing direct payments to confirm that the account has been reviewed and to raise any identified concerns.

- be more detailed and involve all relevant parties. The Council will confirm the outcome of the review in writing.

When an adult is receiving direct payments to meet both social care and health needs, the Council will make every effort to coordinate processes to try to reduce administrative and compliance requirements.

Discontinuing Direct Payments

People managing direct payments, either for themselves or on someone else's behalf, may discontinue direct payments at any time by giving 4 weeks written notice to the Council. Depending on the circumstances, the Council may agree to vary this notice period.

The Council will provide notice before discontinuing direct payments, except in exceptional circumstances when direct payments may be discontinued without notice.

The Council will end direct payments where it is satisfied that:

- the person no longer requires the support or after-care services for which direct payments are made
- the person becomes excluded from having direct payments - please see **Appendix 2**
- any of the conditions set out regarding adults with capacity or adults who lack capacity, are no longer met

- direct payments are not safeguarding or promoting the person's welfare.

The Council may suspend or end direct payments either permanently or temporarily if:

the adult does not require assistance because their condition has improved and / or they do not need the services that direct payments were intended to secure

- any condition attached by the Council is unmet or the Council has reason to believe that direct payments have been used for purposes other than as specified in the adult's plan
- the adult fails to pay the assessed amount (where relevant) into the direct payments account
- given all the circumstances, the Council considers it appropriate to end direct payments.

The Council may suspend a Prepayment card account while investigations are undertaken if it appears that the account has been accessed without the consent of the person managing direct payments or that unusual transactions have occurred.

Requiring repayment

The Council will require full or partial repayment of direct payments if any condition attached by the Council is unmet or the Council has reason to believe that direct payments have not been used as agreed in the adult's plan.

The Council may require repayment of any unspent direct payment if they are not required for the purposes agreed in the adult's plan.

The Council will require repayment of funds accumulated in the dedicated bank account or Prepayment card account which are in excess of 4-8 weeks or more of Council contributions (unless there is a prior agreement to hold funds for a specific

use to meet identified unmet needs) and where there is no reasonable explanation for the surplus.

Direct Payments do not form part of an estate if someone dies while receiving them. The money always belongs to the Council and remains public funds.

Concerns and complaints

As a first step, the Council encourages anyone who is dissatisfied with Adult Social Care services or with an Adult Social Care decision to:

- discuss their concerns with the staff member they are dealing with or
- ask to speak to the staff member's manager instead.

The Council will try to resolve concerns quickly or explain why this is not possible.

If the concern is not resolved, or if preferred, people may use the Adult Social Care or Council's complaint's procedure, to make a complaint.

6. IAS Guidelines

Please refer to the IAS guidelines for detail on the Adult Social Care Department's relevant online recording processes.

Appendix 1: Equality Impact Assessment

(When considering the following questions you must consider if there is an equality impact upon the following characteristic groups; Race (including Gypsy and Traveller), Disability (egg, hearing loop, signage, wheelchair access etc.), General (men and women), Transgender (gender identity and reassignment), Lesbian, gay and bisexual, Age (this includes older people, children and young adults – people of all groups), faith groups/belief or no belief, pregnant women or women who are breast feeding, people who are married or in civil partnerships)

		Yes/No	
1.	Does this policy affect one group less or more favourably than another on the basis of:-		
	Age	No	
	Disability	No	
	Gender reassignment	No	
	Marriage or civil partnership	No	
	Pregnancy and maternity	No	
	Race	No	
	Religion or beliefs	No	
	Sex	No	
	Sexual orientation	No	
2.	Is there any evidence that some groups are affected differently?	No	
3.	If you have identified potential discrimination, are any exceptions valid, legal and/or justifiable?	No	
4.	Is the impact of the policy likely to be negative?	No	
5.	If so, can the impact be avoided?	N/A	
6.	What alternatives are there to achieving the policy/guidance without the impact?	N/A	

7.	Can we reduce the impact by taking different action?	N/A	
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Appendix 2 - People excluded from having direct payments

Direct payments may not be used to meet the needs of people who are:

- (a) **subject to a drug rehabilitation requirement**, as defined by section 209 (drug rehabilitation requirement) of the Criminal Justice Act 2003 (“the 2003 Act”), specified in a community order (as defined by section 177 (community orders) of that Act, or a suspended sentence order (as defined by section 189(c) of that Act);
- (b) **subject to an alcohol treatment requirement**, as defined by section 212 of the Criminal Justice Act 2003, specified in a community order (as defined by section 177 of that Act), or a suspended sentence order (as defined by section 189 of that Act);
- (c) **released from prison on licence—**

- (i) under Chapter 6 of Part 12 (sentencing: release, licenses and recall) of the 2003 Act or Chapter 2 of Part 2 (effect of custodial sentences: life sentences) of the Crime (Sentences) Act 1997 (“the 1997 Act”), subject to a non-standard licence **condition requiring the offender to undertake offending behaviour work to address drug or alcohol related behaviour**; or
 - (ii) **subject to a drug testing requirement under** section 64 (as amended by the Offender Rehabilitation Act 2014) (release on licence etc.: drug testing) **or a drug appointment requirement** under section 64A (release on licence etc.: drug appointment) of the Criminal Justice and Courts Services Act 2000;
- (d) required to comply with a **drug testing or a drug appointment requirement** specified in a notice given under section 256AA (supervision after end of sentence of prisoners serving less than 2 years) of the 2003 Act;
- (e) **required to submit to treatment for their drug or alcohol dependency** by virtue of a community rehabilitation order within the meaning of section 41 of the Powers of Criminal Courts (Sentencing) Act 2000 or a community punishment and rehabilitation order within the meaning of section 51 of that Act;
- (f) **subject to a drug treatment and testing order** imposed under section 52 of the Powers of Criminal Courts (Sentencing) Act 2000;
- (g) **required to submit to treatment for their drug or alcohol dependency** by virtue of a requirement of a community payback or probation order within the meaning of sections 227 to 230 of the Criminal Procedure (Scotland) Act 1995 or **subject to a drug treatment and testing order** within the meaning of section 234B of that Act; or
- (h) released on licence under section 22 or section 26 of the Prisons (Scotland) Act 1989 (release on licence etc.) or under section 1 (release of short-term, long-term and life prisoners) or 1AA (release of certain sexual offenders) of the Prisoners and Criminal Proceedings (Scotland) Act 1993 and subject to a condition that they **submit to treatment for their drug or alcohol dependency**.

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Equality Impact Assessment

Directorate: People (Adults)	
Service: Purchasing and Personal Budget Team	
Name of Officer/s completing assessment: Suzanne Binns, Group manager - Purchasing	
Date of Assessment: 24.01.2024	
Name of service/function or policy being assessed: ASC Direct Payment Scheme	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>To develop and publish an ASC Direct Payments Policy based on a review and update of a pre-existing staff guidance document, in order to improve transparency and information available to Slough residents about the ASC Direct Payments Scheme. What it is, how it is operated and who is eligible to receive the payments.</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>The Direct Payments Scheme is implemented by Direct Payment Officers within Purchasing and Personal Budgets Team which is situated within the wider People(Adults) Commissioning Team.</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>Age: The scheme is applicable for people aged 18 years or over.</p> <p>Disability: The scheme is applicable for people with a physical or learning disabilities.</p> <p>Gender Reassignment: The scheme is applicable for those who are undergoing or have undergone gender reassignment.</p> <p>Marriage and Civil Partnership: Does not directly impact.</p> <p>Pregnancy and maternity: Does not directly impact.</p> <p>Race: The scheme is applicable to all races.</p> <p>Religion and Belief: The scheme is applicable to people of all religions and beliefs.</p> <p>Sex: The scheme is applicable to all genders.</p>

	<p>Sexual orientation:The scheme is applicable to people who are from the LGBT+ communities as well as those who identify as heterosexual or non-binary.</p> <p>Other:</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>Provides the ability for the DP recipient to have greater choice and control in who they employ or which agency they choose to purchase services from. This means they are able to select persons or agencies that have a lived experience of their cultural and religious beliefs and or lifestyles. They also have increased sense of dignity and independence and can make decisions how their needs will be met taking into account social networks and community resources.</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>For those who lack capacity a nominated person or an Authorised Person can be appointed to manage the Direct Payment on their behalf. A managed account and payroll service are available for those unable to administer it without support. We have commissioned a pre-payment card system for ease of management of the DP Payment.</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>Feedback from DP Recipients demonstrates the benefits of DP. Take up of the support services is good.</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>Consulted with people with lived experience, the co-production network to review and revise the DP Scheme publicity, guidance and procedural documentation. We also have co-produced easy read versions of DP leaflets.</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p>

	Direct Payment Recipients can link to local residents for support, make use of local community resources and can employ individuals who are looking for employment as a carer.
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>Implementation of mitigating actions have already been put in place with the introduction of managed account services, payroll support services, pre-payment cards and co-produced</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>We are introducing a survey to monitor the impact of the support services and the co-produced promotion, guidance and documentation</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.

Action	Target Groups	Lead Responsibility	Outcomes/Success Criteria	Monitoring & Evaluation	Target Date	Progress to Date

Name: Suzanne Binns

Signed: *S.M. Binns*.....(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:	15 April 2024
Subject:	2023-24 Q3 Corporate Performance Report
Lead Member:	Cllr Dexter Smith – Leader of the Council
Chief Officer:	Stephen Brown - Chief Executive
Contact Officer:	Dave Hounsell - Group Manager
Ward(s):	All
Key Decision:	No
Exempt:	No
Decision Subject To Call In:	No
Appendices:	A - Corporate Performance Report – Dec-23

1. Summary and Recommendations

- 1.1. The Council was set a Direction to improve evidence-based decision-making. One mechanism to achieve evidence-based decision-making is to implement a robust, transparent, and regular corporate performance reporting cycle. This corporate performance reporting cycle is a key component of the council's Performance Management Approach.

Recommendations:

Cabinet is recommended to:

- Note and comment on the Council's current performance and mitigating actions as measured by the key performance indicators within the corporate management information report and scorecard; and
- Refer the report to full Council on 25th April 2024.

Commissioner Review

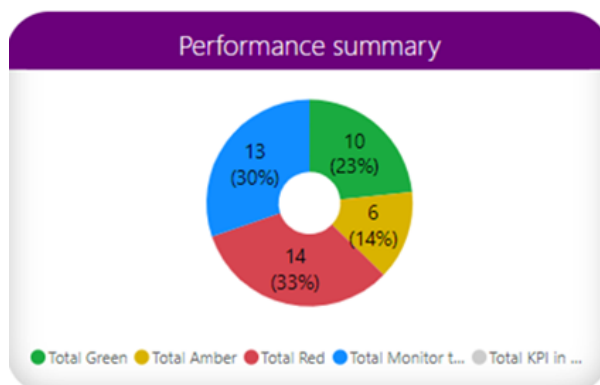
“Commissioners welcome this report and in particular the clarity around areas that are underperforming. We trust the Council will take ownership of its performance and seek to improve where the report highlights performance is below the required level.”

2. Report

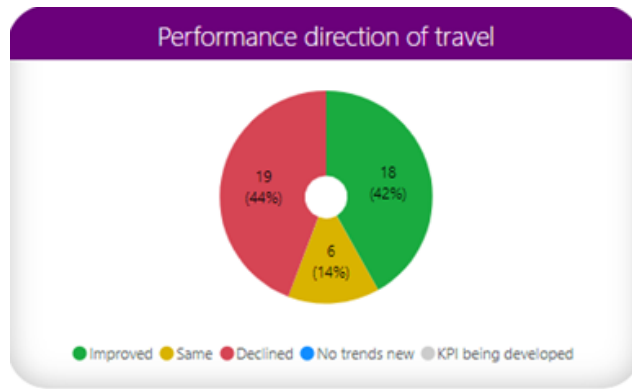
- 2.1. This is the quarter 3 report to Cabinet on the key performance indicators from the 2023/24 corporate management information scorecard aligned to the strategic priorities in the new Corporate Plan. This performance report aligns to reports on

risk, finance, and audit in the monthly corporate assurance model, reporting to CLT Assurance forum.

- 2.2. The corporate performance scorecard will be reviewed and amended in Q1 2024/25 to meet the corporate priorities of the Council. There will be an increased emphasis on linking performance trends to action tracking. They will also be reviewed to take account of the role of the Office of Local Government (Oflog). Oflog is committed to ensuring the [Local Authority Data Explorer](#) presents a rounded set of themes and metrics which best reflect the roles and responsibilities of local authorities and to benchmark local government performance.
- 2.3. The council is developing recovery success measures to drive the Phase 2 Recovery Plan. These are being developed through a learning network with Thurrock, Croydon, and Woking. They will be reviewed and approved at Cabinet and Improvement & Recovery Board by Q2 2024/25.
- 2.4. At present there are 31 published Best Value performance metrics in the OFLOG Data Explorer covering themes including waste management, planning, adult social care, roads, adult skills and corporate & finance, and some of the datasets reported are historic. However, it is expected over time that this dataset will be expanded to include new themes. In the meantime, the Council will make use of other performance datasets, including LG Inform and CIPFA benchmarking to ensure it has comparable performance data.
- 2.5. Overall, for Dec-23 the strategic performance picture remains variable. 23% (10) of the 43 key performance indicators (KPIs) are performing either at or better than target. 14% (6) indicators are performing marginally worse than target, and 33% (14) indicators are performing below the red KPI threshold. A further 30% (13) indicators are monitored for trends.



- 2.6. Compared to the previous month or similar period from last year, performance has improved for 37% (16) of the 43 KPIs, remained the same for 14% (6) and declined for 49% (21).



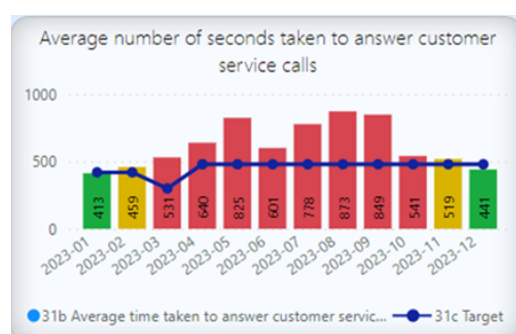
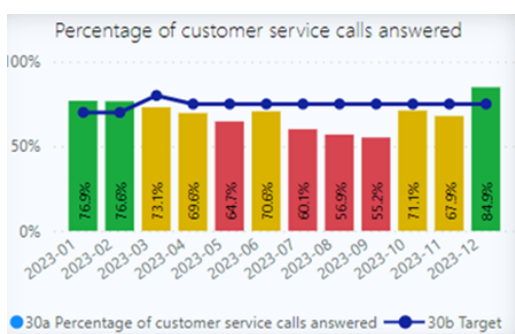
2.7. Appendix A of the corporate performance report summarises progress against the Council’s priorities as presented in December 2023. The report includes:

- Summary progress against the strategic outcomes in the Corporate Plan.
- Areas for recognition, where the council can learn from promising practice - trends that indicate the council is on track for delivering its objectives (refer to pages 9 to 11).
- Areas of improvement – trends that indicate the council is improving although performance currently below agreed target (refer to pages 12 to 14).
- Areas that require a continued focus on improvement - trends that indicate the council is not on track for delivering its strategic objectives (refer to pages 15 to 19).

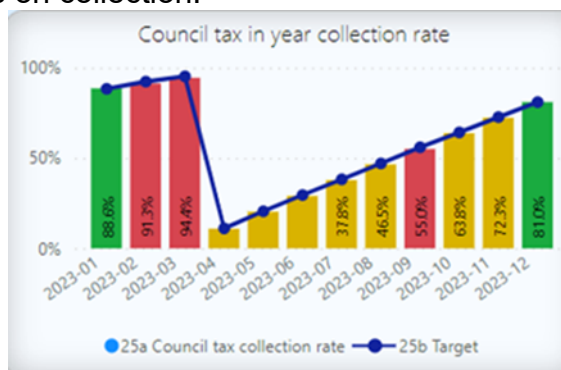
2.8. In Appendix A, pages 2 to 8 outline the performance trends against the 43 strategic KPIs, and the mitigating actions and action owners. Each action has an assigned Executive Director owner, who is accountable for the performance level, and who will assign responsibility for delivery to officers. Further, pages 22 to 29 include charts showing trends over time for each metric along with progress against target agreed.

2.9. Key areas of improvements:

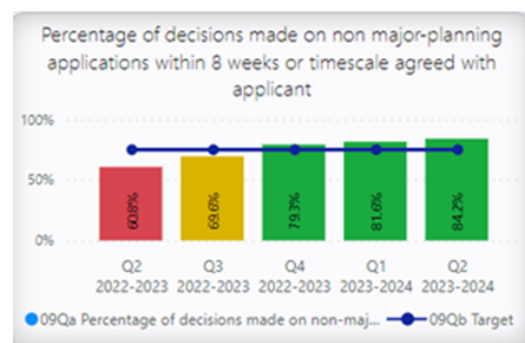
- An improvement in the percentage of customer service calls answered and call waiting times with performance exceeding target for the first time since Jan/Feb-23. Call centre wait times during Dec-23 reduced to 07 mins 21 seconds and calls answered increased at 84.9% (4,977). The Customer Services Improvement project team have been working on service improvements including telephone interactive voice response messages and video development for our website and digital channels.



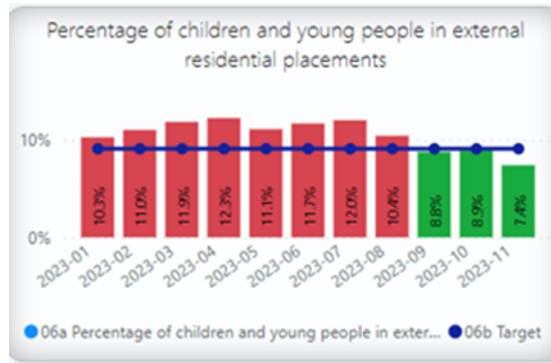
- An improvement in the in-year council tax collection rate, at 81.0% for Dec-23 the rate is 0.86% ahead of the collection rate achieved this time last year and for the first time since Jan-23 above the revised in-year target of 80.95%. To improve collection rates, the team are implementing additional technology that will automate high volume, low value tasks, which will free up resources to focus on collection.



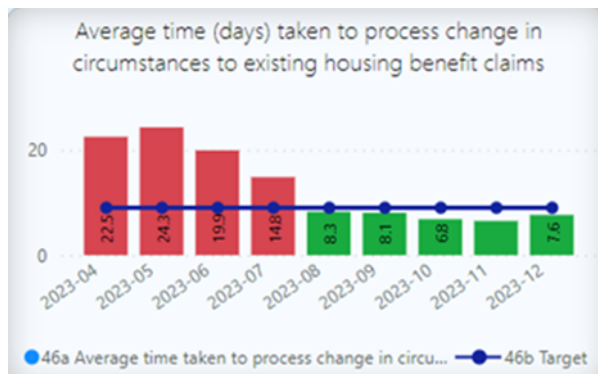
- Major and non-major planning applications decisions made within timescale during 2023/24 Q2 remain consistently high. Performance trends actively monitored at management meetings focussing on identifying service improvements actions to issue decisions within timescale including regularly reviewing applications with officers, timely site visits to assess planning applications and where necessary seek amendments to developments early in the process. Slough planning service ranked in the top quartile nationally.



- An improvement in the number and proportion of children in external residential placements with 7.4% (16 children) during Nov-23 and lower than target of 9.1%. This is the lowest rate over the last 12 months, with the rate at its peak during Apr-23 at 12.3% (31 children). We have also seen cost reductions for children who continue to be placed in these types of placements. External Placement Panel review all children in external placements, targeting those specifically in residential care, identifying those that specifically can be placed in fostering placements.

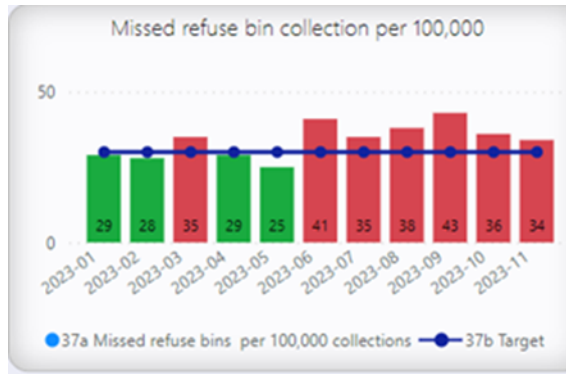


- A slight increase in the average time taken to process change in circumstances to existing housing benefit claims due to fewer processing days and with staff taking leave during Dec-23. At 7.64 days during Dec-23, this remains below target of 9 days for the last 5 months however increased by 1.14 days from the previous month. The year-to-date average processing time for changes of 13.71 days is reduction of 0.72 days from the previous month. The Council has made a significant investment in automation, a detailed improvement plan is in place which will remedy existing issues and help to improve processing times to an acceptable and sustainable level by the end of the financial year.

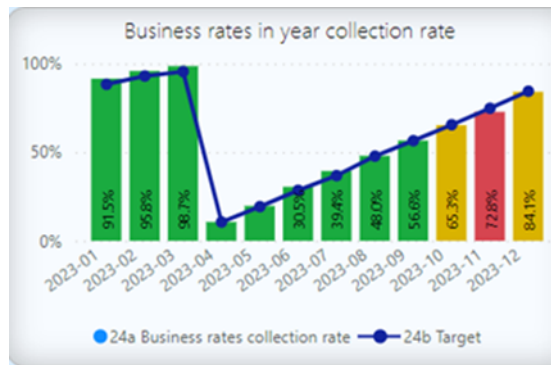


2.10. Key areas of improvement although performance below agreed target:

- An improvement in missed refuse bin collection rate over the last two months from 43 missed per 100,000 during Sept-23 to 34 during Nov-23 however performance remains above target of 30. Guidance on the council's website on how to prevent a rejected bin collection due to overloading or contamination. Online form available to report a missed bin collection. An oversight & variation log created to tackle persistent problems or repeat occurrences. This is shared weekly with team to highlight hotspots and problem areas and for confirmation that the appropriate action has been completed.

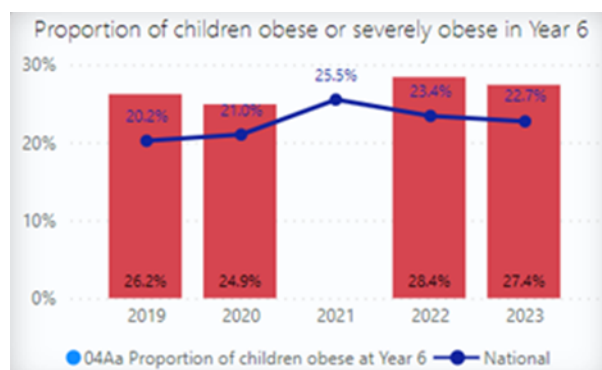


- An improvement in the business rate in-year collection rate with the gap between collection rate and in-year target reducing. The business rate in-year collection rate of 84.10% for Dec-23 is 0.30% below the in-year target of 84.40% and 0.16% lower than the collection rate achieved this time last year. The council continues to take appropriate recovery action on those businesses that do not keep their payments up to date.



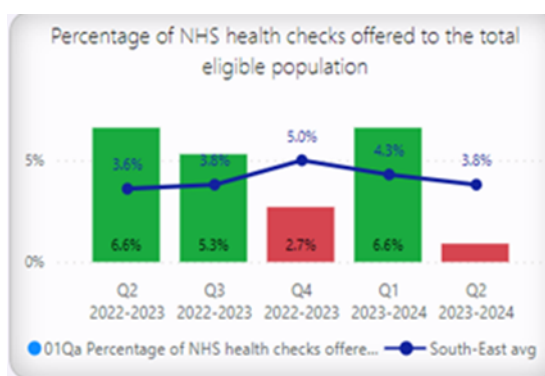
2.11. Key areas that require a continued focus on improvement:

- Over a quarter of children aged 10 to 11 years measured as part of the National Child Measurement Programme (NCMP) classified as obese or severely obese. In 2022/23, 27.4% (635) of children aged 10 to 11 years classified as obese (including severely obese), no significant change from the previous year of 28.4% (660) and significantly worse than the national average of 22.7% and South-East region average of 19.4%. Children and Young People (CYP) weight management service will be removed from current integrated wellness service. Public Health Officer for CYP now in post (started in Dec-23) and will lead on a whole systems approach to weight management and healthy eating for CYP. A work plan to be developed by the end of Jan-24.

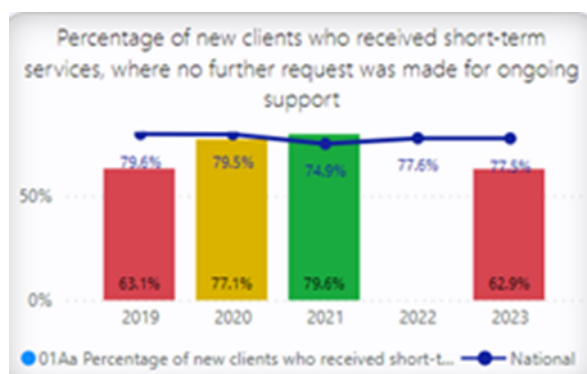


- A reduction in eligible population offered an NHS health check in Slough, a reduction from 6.6% (2,565) during Q1 to 0.9% (355) during Q2 and below the national average of 5.6% and South-East average of 3.8%. Rate likely to improve once late reporting taken into account as it has done in previous quarters.

Improvements actions include 1:1 visits of GP practices delivering NHS health checks in Slough to understand barriers and opportunities to improve delivery. Use of data from performance dashboards to map health checks offered at GP practice level to contribute to improvements and share best practise using universal offer combined with a more targeted approach. Liaising with Solutions4Health to better understand their health check offer and exploring opportunities to supplement GP offer and encourage outreach.

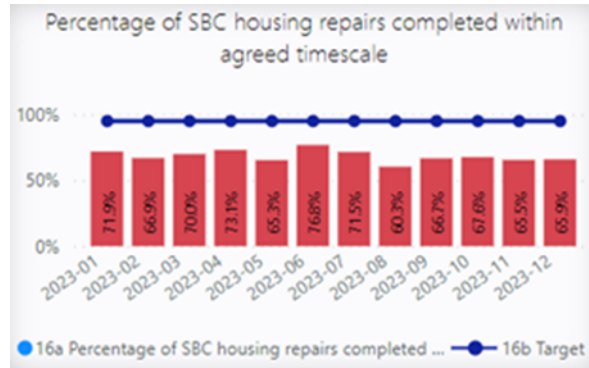


- 62.9% of new ASC clients during 2022/23 received short-term services where no further request was made for ongoing support. A reduction from the previous year of 79.6%, ranking Slough in the bottom quartile nationally. Reablement service increased the flow of service users entering reablement. This includes service users with complex needs where targeted goal-based therapy interventions can benefit, increase independence, and reduce dependency on direct care provision. We routinely consider people we're aware will require on-going support but at the reduced level through our interventions. This approach enables us to rehabilitate those with complex needs, significant changes in presentation to improve their quality of life, functional abilities and to adjust the level of care needs post reablement.



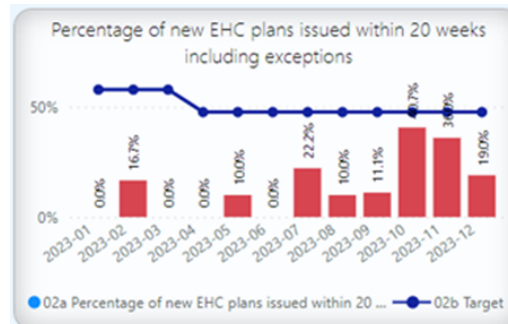
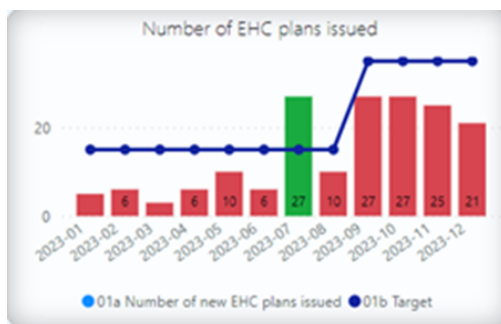
- A reduction in the number of housing repairs completed on time during De-23 with over 2,570 responsive repairs to action. Housing repairs completed within timescale at 66% (1,184) remains a major issue for responsive repairs service and well below target of 95%. The high number of damp & mould

cases continues to impact the service as well as an increase in repairs due to persistent bad weather, high levels of sickness during December and staff on leave during the festive holidays. Regular management meetings scheduled with senior management to discuss critical issues including complaints. Proposals in discussion to introduce a new approach to working smarter to reduce response times.



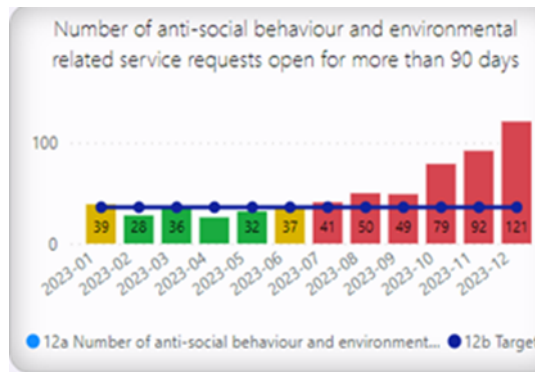
- A reduction in the number of EHC plans completed within timescale, with 21 EHC Plans finalised in the month, of which 19.0% (4) finalised within the statutory 20 weeks' timeframe with rate remaining below target. Over 160 children waiting for a late running EHC needs assessment. The rate was impacted with fewer working days during Dec-23 and interim staff taking 2 weeks leave.

SEN Team actively reducing backlog of late running EHC needs assessments. Draft EHC plans quality assured within the new assessment framework prior to issuing. Business Support Officers (BSO) allocated to maintain clear records of panel decisions and to ensure improved coordination of advice requests and to inform high quality decision letters. Case officers to access decisions from single location to provide improved communication of decisions to stakeholders. All SEND 0-25 Officers involved in weekly training developing quality of EHC plan writing, including writing effective and appropriate outcomes. Training in place from DfE to develop quality of PFA outcomes. Live case tracker embedded to ensure clarity and consistency of process recording to run concurrently with Capita One system allowing for clearer accountability and cross validation of data. All 'legacy' outstanding Educational Psychologist (EP) assessment requests now allocated by Personal Education Plans (PEP).

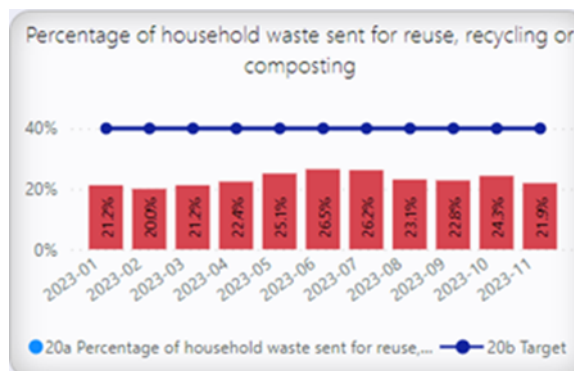


- The number of anti-social behaviour and environmental related service requests open for more than 90 days on the increase since Apr-23. We have seen an increase in housing regulation investigations which can take months

to resolve. All cases reviewed each month and appropriate action taken. Teams continue to work with Communications and Direct Services Operations (DSO) team to target hotspots for household fly-tipping and are building legal cases for enforcement. Noise nuisance cases can take 4 or 5 months to resolve. Complex cases require investigation and officers to take formal legal action, cases closed at the completion of formal action. This is not necessarily a negative as it's about reaching the right outcome and as our enforcement teams take a more robust stance, we may see an increase in the number of cases taking longer than 90 days.



- Compared to similar period last year, a decrease in the percentage of household waste sent for reuse, recycling or composting and remains well below the 40% target. Recycling rates cyclically decline during the winter months due to a reduction in green waste, however the rate in Slough remains low in all seasons. Slough increased the types of plastic that are recyclable. Residents can now recycle loose plastic in their red recycling bins. This should reduce the number of bins rejected due to contamination resulting in an increase in recyclables.



3. Implications of the Recommendation

3.1. Financial implications

- The key performance indicators from the corporate management information scorecard are aligned to the priorities in the Corporate Plan. The Corporate Plan articulates a commitment to delivering financial prudence and demonstrating Best Value for residents, any monies needed to achieve improved performance must be funded within the council revenue budgets.

- A separate finance report is presented to Cabinet quarterly that shows the financial performance of Slough Borough Council but clearly links with information in this report. Separate commentary is provided on business rate and council tax collection rates. Failure to collect in line with in-year collection fund assumptions has adverse implications for the following year's revenue budget.

3.2. *Legal implications*

- Whilst there is no statutory duty to report regularly to Cabinet on the Council's performance, as a best value authority under the Local Government Act 1999, the Council has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency, and effectiveness. Regular reporting of performance can assist the Council to demonstrate best value.
- The Council's Annual Governance Statement for 2022/23 was approved by Audit and Corporate Governance Committee in July 2023. This included a number of actions, including an action to improve the systems in place for managing performance. This stated that the Council must ensure basic systems and controls are in place to ensure that performance is managed, and risk appropriately identified, reported and monitored. Performance data should measure the quality of services for users, use of resources and value for money. Performance indicators should be set drawing on sector wide data sets from various organisations including the Local Government Association and CIPFA.
- The Government has published draft best value guidance which identifies seven best value themes. Under the theme of Service Delivery, local authority data is one of the means to identify whether services are being delivered efficiently and effectively and services should be benchmarked against comparable authorities. Performance should be regularly reported to the public to ensure that citizens are informed of the quality of services being delivered. Under the theme of Continuous Improvement, frequent monitoring, performance reporting and updating of improvement plans is identified as a characteristic of a well-functioning authority. Under the theme of Governance, it is recommended that performance management information measures actual outcomes effectively and is frequently interrogated to allow under performance to be addressed.

3.3. *Risk management implications*

- Mitigating actions are in place for strategic performance indicators where key performance trends require action. These actions are proposed by the responsible manager, and updates are monitored at the monthly CLT Assurance forum.
- The monthly CLT Assurance forum considers finance, risk, and performance to ensure that the leadership team receive a rounded picture on the health of the organisation, to inform improvement actions.

3.4. *Environmental implications*

- Strategic performance indicators aligned to priority 3 of the corporate plan retains and expands upon environmental commitments under the following strategic objective *'reducing Slough's carbon footprint, promoting active travel and sustainable*

forms of transport, and taking action to prevent or minimise the impact of climate change’.

3.5. *Equality implications*

- The Equality Act 2010 sets out duties for local authorities in relation to equalities, including the public sector equality duty, which requires the Council to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. In relation to equality of opportunity, the legislation requires the Council to consider the need to remove or reduce disadvantage, meet the needs of people with protected characteristics and encourage people with protected characteristics to participate in public life and other activities. Performance data can assist the Council to identify gaps in service and consider what action is required to address this.

4. Background Papers

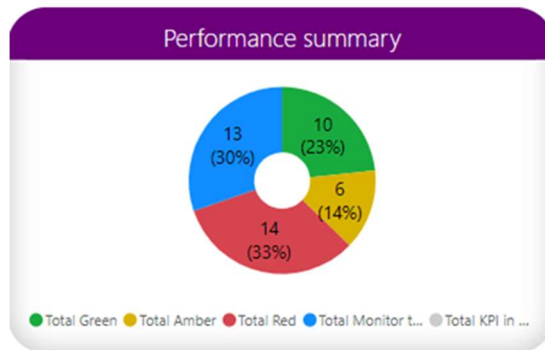
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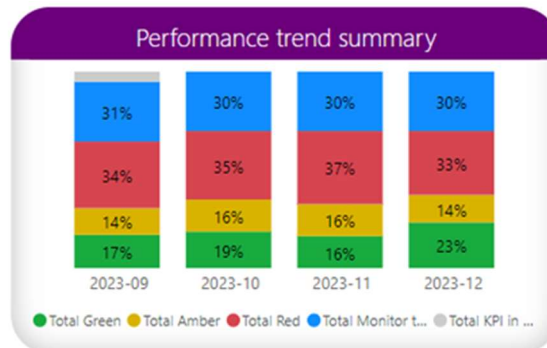
Strategic performance position

The latest position of the Council’s key performance indicators at the end of Dec 2023 shows a mixed picture: however, there are key movements within indicator trends. Of the 43 indicators reported:

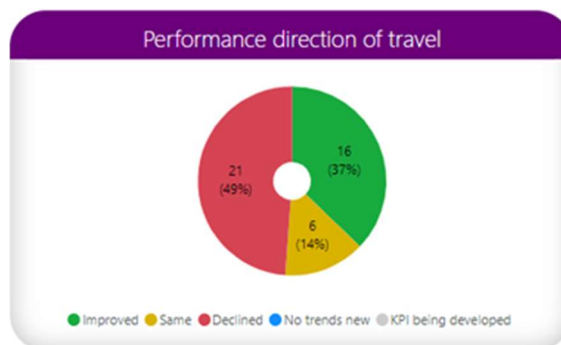
- 23% (10 indicators) were rated overall as **Green**,
- 14% (6 indicators) rated as **Amber**,
- 33% (14 indicators) rated overall as **Red** and
- 30% (13 indicators) where the metric is monitored for trends (**blue**)



Mixed overall performance compared to the previous month with changes to RAG status for 6 key performance metrics from priority 1, priority 2 and corporate health.



Compared to last month or similar period from previous year, performance has improved (↑) for 37% (16) of the 43 KPIs, remained the same (→↔) for 14% (6) and declined (↓) for 49% (21).



Corporate Management Information Scorecard 2023/24

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance	Performance direction of travel	Latest update	Latest Performance	Target	Mitigating actions	ED Lead	Comparison
Priority 1 A borough for children and young people to thrive	Number of new EHC plans issued	High	Monthly	Nov-23	R 25	↓	Dec-23	R 21	>=35	Live case tracker embedded to ensure clarity and consistency of process recording to run concurrently with Capita One system allowing for clearer accountability and cross validation of data. All 'legacy' outstanding Educational Psychologist (EP) assessment requests now allocated by Personal Education Plans (PEP).	ED for Children's Services	Slough Mar-22 173 Mar-23 145
	Percentage of new EHC plans issued within 20 weeks including exceptions	High	Monthly	Nov-23	R 36.0% (9)	↓	Dec-23	R 19.0% (4)	>=national average		ED for Children's Services	2022 Slough 11.4% National 47.7% South East 44.8% CIPFA NN 53.6%
	Percentage of eligible 2 year olds receiving 15 hours of free early years education or childcare	High	Termly	Spring 2023	R 55.9%	↓	Summer 2023	R 54.5%	>=65%	An Early Years strategy in development with partners and stakeholders to create a clear vision and how we intend to achieve our objectives. There is a specific programme of work which aims to increase the participation work including: Sufficient affordable, quality, and inclusive early years and childcare places for all children in Slough no matter what their needs are. Families understand the services available to them and how they can access these. Targeted marketing and communications using information provided from DWP. Raising awareness of the benefits of early education. Brokerage support for identified families, breaking down barriers to participation. Increasing the market capacity, offering business and workforce development support. A targeted approach to raising awareness of funding entitlements with key partners and stakeholders.	ED for Children's Services	Summer 2023 Slough 54% National 74% Ranking National 138/140 South East 18/19 SN Group 10/10
	Pupil exclusions in Slough schools as a percentage of school population	Low	Termly	Summer 2023	Mon 0.04% (13)	↔	Autumn 2024	Mon 0.04% (12)	Metric in place to monitor trends	The rate has been rising in Slough in line with national data following the Covid lockdown. A new Preventing Exclusions Strategy in development to identify pupils at risk and provide early interventions.	ED for Children's Services	2021/22 Slough 0.08 (25) National 0.08 South East 0.04 SN average 0.06
	Children Missing from Education (CME) as a percentage of school population	Low	Termly	Autumn 2022	Mon 0.20% (66)	↓	Spring 2023	Mon 0.26% (90)	Metric in place to monitor trends	Implementation of a multi-agency approach to support vulnerable children missing education (CME) and children absent from school/children missing in education (CMIE). Training service partners on attendance procedures. Implementation of multi-agency meeting/forums. Adopting the RBWM toolkit and disseminating the ERSA programme/strategies across Slough schools and LA practitioners including social care, early help, admissions, SEND. Develop a cohesive understanding of behaviour and how it links to persistent absence and safeguarding/CE and SEND. Develop and implement 'Team Around the School' systems for better understanding of blockages/issues to poor attendance.	ED for Children's Services	Spring 2023 Slough 0.26% South East 0.13% Ranking South East 17/18
	Percentage of care leavers in education, employment or training	High	Monthly	Oct-23	A 50.0% (44)	↓	Nov-23	A 47.7% (41)	>=52%	Virtual school meet with all young people who are NEET as well as personal advisors. A number of NEET are new to the country (12) and have a September destination for employment which are not yet counted.	ED for Children's Services	2022/23 Slough 49.0% National 56.0% South East 57.0% SN average 55.0%
Rate per 10,000 of children receiving targeted early help	Low	Monthly	Oct-23	Mon 157.6 (688)	↑	Nov-23	Mon 147.1 (642)	Metric in place to monitor trends	Children open to the service have been reviewed and those that no longer require services have been closed. We expect this to increase as a result of children from the Assessment and Intervention and Safeguarding and Support services to step down which will be identified through the Child in Need Forum.	ED for Children's Services	external benchmarking not available (project starting this year which will hopefully make benchmarking available)	

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Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	ED Lead	Comparison
Page 165	Percentage of children looked after in external foster care placements	Low	Monthly	Oct-23	R	38.4% (86)	↑	Nov-23	R	37.5% (81)	<=34%	External Placement Panel review all children in external placements, targeting those specifically in residential care, identifying those that specifically can be placed in fostering placements. This process takes time as sourcing a suitable home for children will need to be completed and appropriately matched based on their needs. The number of children is relatively stable however the overall number of children in care has been decreasing which is primarily causing the percentage increase.	ED for Children's Services	external benchmarking not available
	Percentage of children and young people in external residential placements	Low	Monthly	Oct-23	G	8.9% (20)	↑	Nov-23	G	7.4% (16)	<=9.1%	External Placement Panel review all children in external placements, targeting those specifically in residential care, identifying those that specifically can be placed in fostering placements. This process takes time as sourcing a suitable home for children will need to be completed and appropriately matched based on their needs.	ED for Children's Services	external benchmarking not available
	Rate per 10,000 of Children Looked After (CLA)	Low	Monthly	Oct-23	Mon	51.3 (224)	↑	Nov-23	Mon	49.5 (216)	Metric in place to monitor trends	Due to a recent decrease in CLA numbers we are currently below statistical neighbours. CLT is cited when rate increases especially as a result of the National Transfer Scheme or an increase in Unaccompanied Asylum Seeking Children. We review all children subject to CP plans for over 9 months to test that decisions are not being delayed. A challenge session will be in place by end of Feb-24 led by Head of Service and Reviewing Service Manager.	ED for Children's Services	2022/23 Slough 57.0% National 71.0% South East 57.0% SN average 58.7%
	Percentage of referrals to children's social care within 12 months of earlier referral	Low	Monthly	Oct-23	G	18.8% (42)	↓	Nov-23	G	20.3% (57)	<=22.0%	Re-referrals are continually tracked and monitored each month. Previous interventions are reviewed to explore whether the re-referral could have been avoided and to disseminate the learning. This is reviewed by the Head of Service, Team Manager and the Allocated Worker.	ED for Children's Services	2022/23 Slough 20.0% National 22.0% South East 28.0% SN average 19.0%
	Percentage of children aged 2.5 years who received a 2-2.5 year child development review	High	Quarterly	Q3 2022-23	G	82.8% (452)	↑	Q4 2022-23	G	94.1% (524)	>= national average	A streamlined reporting arrangement developed between Public Health CYP Lead and provider Solutions4Health's analytical team for ongoing submissions of child development and health visiting metrics to the national portal in line with DHSC guidelines. National submissions of 0-5 years health visit metrics submitted for Q1 and Q2 2023/24. Children aged 2-2.5 developmental reviews booked via appointment continue to operate from Slough children centres with 506 completed during 2023/24 Q1 and a further 441 during Q2.	ED for Children's Services / Director of Public Health and Public Protection	2021/22 Slough 85.8% National 74.0% South East 76.9% CIPFA NN 71.6%
	Proportion of children obese including severely obese at Year 6	Low	Annual	2021/22	R	28.4% (660)	↔	2022/23	R	27.4% (635)	<= national average	Children and Young People (CYP) weight management service will be removed from current integrated wellness service. Public Health Officer for CYP now in post (started in Dec-23) and will lead on a whole systems approach to weight management and healthy eating for CYP. A work plan to be developed by the end of Jan-24.	ED for Children's Services / Director of Public Health and Public Protection	2022/23 Slough 27.4% National 22.7% South East 19.4%

	Percentage of new clients who received short-term services, where no further request was made for ongoing support	High	Annual	2021	G	79.6%	↓	2023	R	62.9%	>=national average	Reablement service increased the flow of service users entering reablement. This includes service users with complex needs where targeted goal-based therapy interventions can benefit, increase independence and reduce dependency on direct care provision. We routinely consider people we're aware will require on-going support but at the reduced level through our interventions. This approach enables us to rehabilitate those with complex needs, significant changes in presentation to improve their quality of life, functional abilities and to adjust the level of care needs post reablement.	ED for Adults Services	2023 ASCOF Ranked 124/152 SN Group 17/19 Slough 62.9% National 77.5% South East 77.7%
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Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	ED Lead	Comparison
					Mon	9.9% (39)			Mon	9.0% (25)				
Priority 2 A town where residents can live healthier, safer and more independent lives	Percentage of safeguarding referrals that meet section 42	High	Quarterly	Q2 2023-24	Mon	9.9% (39)	↓	Q3 2023-24	Mon	9.0% (25)	Metric in place to monitor trends	Safeguarding data regularly reviewed by Interim Head of Adult Safeguarding and Analyst to identify trends and actions identified. Trends and appropriate actions presented at monthly Adults Leadership Team. Safeguarding trends reviewed at Slough Safeguarding Partnership (sub-group) with accompanying narrative.	ED for Adults Services	Slough 2019/20 11.6% (230) 2020/21 16.4% (240) 2021/22 13.5% (195) 2022/23 12.3% (165)
	Percentage of eligible adults managing their care via a direct payment	High	Quarterly	Q1 2023-24	Mon	25.2% (317)	↑	Q2 2023-24	Mon	26.6% (325)	Metric in place to monitor trends	This metric measures the volume of support provided by the Local Authority to empower local people to self-direct their own care and support. Performance is reviewed monthly at DLT and is also subject to quarterly review at the South-East ADASS user group. This enables ongoing monitoring of our long-term client cohort at the end of each reporting period and benchmarked against the South East ADASS group.	ED for Adults Services	2023/24 Q2 SE ADASS group Ranked 6/16 26.6% 2023 ASCOF Ranked 36/152 SN Group 3/19 Slough 31.6% National 26.2% South East 25.9%
	Percentage of care homes in the borough with a Care Quality Commission (CQC) rating of either good or outstanding	High	Quarterly	Q2 2023-24	Mon	64.3% (9)	↔	Q3 2023-24	Mon	64.3% (9)	Metric in place to monitor trends	A revised programme with intensive support to care homes through the quality assurance team to improve quality has been developed and launched January 2024, working with NHS Frimley ICB's Care Home Lead, East Berkshire Care Home Support Team, and the Medicines Optimisation Care Home (MOCH) team.	ED for Adults Services	
	Number of anti-social behaviour and environmental related service requests open for more than 90 days	Low	Monthly	Nov-23	R	92	↓	Dec-23	R	121	<=36	All cases are reviewed each month and appropriate action taken. Teams continue to work with Comms and DSO to target hotspots for household fly-tipping and building legal cases for enforcement. Complex cases require investigation and officers to take formal legal action, cases are closed at the completion of formal action. This is not necessarily a negative as it's about reaching the right outcome and as our enforcement teams take a more robust stance, we may see an increase in the number of cases taking longer than 90 days.	Director of Law & Governance	Slough Mar-22 271 Mar-23 36
	Percentage of NHS health checks offered to the total eligible population in the quarter	High	Quarterly	Q1 2023-24	G	6.6% (2,565)	↓	Q2 2023-24	R	0.9% (355)	>= South East region average	Developing a NHSHC new health check primary care contract for 2024/25, this will be commissioned locally aiming to review health care specifications to improve our performance and quality of checks. The new contract will be in place from 01-Apr-24 and agreed with all GP practices in Slough. 1:1 visits of GP practices delivering NHS health checks in Slough to understand barriers and opportunities to improve delivery. Continue the evaluation process of the NHSHC program locally using the data from the performance dashboard to map the health checks offered at GP practice level in Slough with a focus on the numbers, quality of checks and gaps. Liaising with the Solution4Health to better understand their health check offer exploring how they can be more effective in their approach in terms of supplementing the GP offer in terms of targeted checks and encourage outreach.	ED for Adults Services / Director of Public Health and Public Protection	2023/24 Q2 Slough 0.9% National 5.6% South East 3.8% CIPFA NN 6.6%

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Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	ED Lead	Comparison
Priority 3 A cleaner, healthier and more prosperous Slough	Average re-let time in days for standard voids	Initially high before performance starts to improve	Monthly	Nov-23	R	294 days (6)	↓	Dec-23	R	308 days (19)	<=35 days	Performance regularly reviewed at housing management meetings to address issues and risks. The Housing NEC allocations module requires further adjustments to the selection process to enable a fully automated system approach to lettings. Meeting held on the 22-Nov-23 to clarify final adjustments which are now with the project team for implementation. In the meantime, a new Allocations Manager in post and a work around in place to take account of the further IT work to select applicants. A minimum level of lettings agreed with allocations staff until fully automated lettings process is in place. This will enable the return to normal levels of operation and void processes by the end of Dec-23.	ED for Regeneration, Housing and Environment	Slough 2021/22 89 days 2022/23 80 days
	Percentage of SBC housing repairs completed within agreed timescale	High	Monthly	Nov-23	R	65.5% (1,398)	↔	Dec-23	R	65.9% (1,184)	>=95%	Regular management meetings scheduled with senior management to discuss critical issues including complaints. Proposals in discussion to introduce a new approach to working smarter to reduce response times.	ED for Regeneration, Housing and Environment	Slough Mar-22 63.1% Mar-23 70.0%
	Percentage of decisions made on major planning application within 13 weeks or timescale agreed with applicant	High	Quarterly	Q1 2023-24	G	100% (5)	↔	Q2 2023-24	G	100% (1)	>=65%	Performance trends actively monitored at management meetings focussing on identifying service improvements to improve service.	ED for Regeneration, Housing and Environment	2023/24 Q2 Slough 100% National 88.2% South East 90.9%
	Percentage of decisions made on non-major planning application within 8 weeks or timescale agreed with applicant	High	Quarterly	Q1 2023-24	G	81.6% (120)	↑	Q2 2023-24	G	84.2% (117)	>=75%		ED for Regeneration, Housing and Environment	2023/24 Q2 Slough 84.2% National 88.8% South East 91.0%
	Percentage of household waste sent for reuse, recycling, or composting	High	Monthly	Nov-22	R	23.0%	↓	Nov-23	R	21.9%	>=40% by Mar-23	Campaign running to promote the importance of recycling waste and materials. Messages include the need to optimise recycling to conserve space in residents general waste bins. A policy change during-Sept-23 where residents can now recycle nearly all types of loose plastic in the household red recycling bins whereas previously only plastic bottles could be recycled. As a result we are already seeing a reduction in the number of bins rejected at recycling centre.	ED for Regeneration, Housing and Environment	2021/22 Slough 26.7% National: 41.9% South East: 46.4% CIPFA NN: 35.1%
	Missed refuse bin collection per 100,000	Low	Monthly	Oct-23	R	36	↑	Nov-23	R	34	<=30	Guidance on the council's website on how to prevent a rejected bin collection due to overloading or contamination. Online form to report a missed bin collection. An oversight & variation log created to tackle persistent problems or repeat occurrences. This is shared weekly with team to highlight hotspots and problem areas and for confirmation that the appropriate action has been completed.	ED for Regeneration, Housing and Environment	
Business rates collection rate	High	Monthly	YTD to Dec-22	G	84.26%	↓	YTD to Dec-23	A	84.10%	Dec-23 84.40% End of year 98.85%	The council continues to take appropriate recovery action on those businesses that do not keep their payments up to date.	ED for Finance and Commercial	2022/23 Slough 98.7% National 96.8 Unitary Authorities 97.1%	

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Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	ED Lead	Comparison
	Council tax collection rate	High	Monthly	YTD to Dec-22	G	Adjusted 80.14%	↑	YTD to Dec-23	G	81.00%	Adjusted target Dec-23 80.95% End of year 94.60%	Targets for the remainder of this year and collection rates from the previous year adjusted to remove the impact of the 2.05% effect of the Energy Support Fund payments made in Sept-22. To improve collection rates, the team are implementing additional technology that will automate high volume, low value tasks, to free up resources to focus on collection. Automations including email indexing went live at the beginning of Sep-23 and the programme is due to run until the end of this year. We are now live with automations for direct debits and refunds. Moves-in/moves out is due to go-live during Dec-23. Council Tax Support scheme for 2024/25 has been reviewed and are proposing that the scheme remains the same in 2023/24.	ED for Finance and Commercial	2022/23 Slough 95.7% National 96.0% Unitary Authorities 96.2%
	Average time taken to process new housing benefit claims	Low	Monthly	Nov-23	R	27.54 days	↓	Dec-23	R	29.62 days	<=20 days	The Council has made a significant investment in automation, a detailed improvement plan is in place which will remedy existing issues and help to improve processing times to an acceptable and sustainable level by the end of the financial year. Currently testing automating Verified Earnings and Pensions (VEP) and Rent Increases which are the next highest volume transactions with the aim to live by the end of Jan-24. Following their visit in Sept-23, the Department of Work and Pensions (DWP) Improvement Team presented their findings in Dec-23 advising on any further improvement steps the council may wish to consider. We continue to work through their recommendations with a view to adding them to our improvement plan.	ED for Finance and Commercial	2022/23 Slough 35 days National 20 days South East 21 days
	Average time taken to process change in circumstances to existing housing benefit claims	Low	Monthly	Nov-23	G	6.50 days	↓	Dec-23	G	7.64 days	<=9 days		ED for Finance and Commercial	2022/23 Slough 13 days National 8 days South East 8 days
	Percentage of high priority audit actions overdue from 2021/22	Low	Quarterly	Sep-23	R	16.4% (9)	↑	Dec-23	A	3.6% (2)	0% by Mar-24	The overdue actions shared with each department for Department Leadership Teams (DLTs) to consider current position and respond. This will improve over time with the interventions in place.	ED for Finance and Commercial	
	Percentage of high priority audit actions overdue from 2022/23	Low	Quarterly	Sep-23	R	20.4% (11)	↓	Dec-23	R	31.5% (17)	0% by Mar-24	Progress is being made on closing actions on the tracker. Evidence of actions completed is obtained and quality assured by Internal Audit Manager and retained for use in follow up audits.	ED for Finance and Commercial	
	Variance between revenue budget and full year forecast	Low	Monthly	Oct-23	A	5.5% (£8.2m)	↑	Nov-23	A	5.3% (£8.2m)	0%	Risks are actively monitored and reported to Finance Board. The predominant theme emerging is one of unrealisable income targets being reported, some of which date back to previous years. There are service pressures leading to overspends where expenditure is greater than budgeted for.	ED for Finance and Commercial	
	Percentage of total savings for 2023/24 on track to be delivered by Mar-24	High	Monthly	Oct-23	A	91.4% (£20.5m)	↑	Nov-23	A	94.4% (£21.2m)	100%	Risks are actively monitored and reported to Finance Board. Services with support from finance are exploring potential mitigations and alternative in-year savings proposals and will report on those through future budget monitoring reports.	ED for Finance and Commercial	
	Percentage of contract exemptions RAG rated as Red	Low	Monthly	Nov-23	G	0% (nil)	↔	Dec-23	G	0% (nil)	0%	Meetings with Executive Directors and their management teams to review the contract register and procurement pipelines, to ensure there is forward planning to continue to prevent Red and Amber exemptions. Meetings to forward plan for 2024/25 financial year are taking place from Jan-24.	ED for Finance and Commercial	

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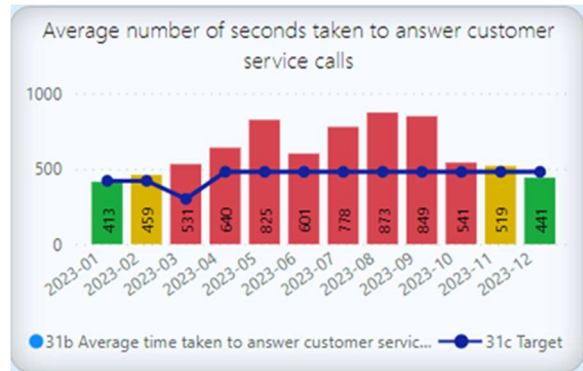
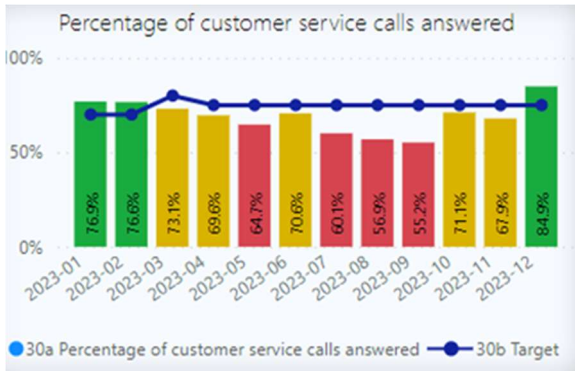
Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	ED Lead	Comparison
Corporate Health	Percentage of customer service calls answered	High	Monthly	Dec-22	G	76.6% (7.7k)	↑	Dec-23	G	84.9% (4.0k)	>=75%	As part of the customer services improvement plan: <ul style="list-style-type: none"> Telephone Interactive Voice Response (IVR) updated. From 01-Dec-23 queues options on the main Customer Services Contact Centre (01753 475111) re-vamped. There are now 6 main queues (Adult Social Care, Council Tax, Housing Benefit, Strategic Housing, Neighbourhood Services, Bins, Waste and Recycling (DSO) and 2 seasonal queues (School Admissions and Electoral Services) to support services during peak periods. The IVR designed to promote website links for services which have digital provision. 	ED for Strategy & Transformation	Slough average 2021/22 49.9% 2022/23 69.9%
	Average time taken to answer customer services calls	Low	Monthly	Dec-22	G	06min 08sec	↓	Dec-23	G	07min 21sec	<=8 mins	<ul style="list-style-type: none"> New recordings uploaded on the IVR. Scan Station promotion posters developed and displayed at all council access points. Bus Pass phase 2 online module in development with implementation plans with 3rd party supplier for readiness to support annual renewals from March-24. 	ED for Strategy & Transformation	Slough average 20/21 09min33sec 21/22 12min51sec 22/23 08min32 sec
	Percentage of stage 1 complaints partially or fully upheld	Low	Monthly	Oct-23	A	73.0% (27)	↑	Nov-23	A	71.1% (27)	<=67%	Quarterly service quality check meetings continue to take place focussing on identifying service improvements to improve service. The new 2 stage corporate complaints process and improved complaints webpage launched in Aug-23. Revised stage 1 & 2 complaints templates created in line with the new process, including pointers to refer to and learning actions/outcomes resulting in improvements in the quality of responses issued.	ED for Strategy & Transformation	Slough 2021/22 71.5% 2022/23 73.7%
	Percentage of IT service desk tickets resolved at first point of contact	High	Monthly	Nov-23	Mon	68.3%	↑	Dec-23	Mon	68.4%	Metric in place to monitor trends	New service desk processes continue to be reviewed and improved each month. Onboarding further services on Astro including Digital & TDA which is likely have an impact on the number of tickets raised.	ED for Strategy & Transformation	
	Percentage of IT service desk tickets resolved within SLA	High	Monthly	Nov-23	Mon	93.2%	↓	Dec-23	Mon	88.0%	Metric in place to monitor trends	An increase in the usage of the Astro Support Hub resulting in less tickets being re-opened. Review of SLA timeframes in the system as these do not reflect the standard operating procedures.	ED for Strategy & Transformation	
	Interim staffing costs (£)	Low	Quarterly	Q1 2023-24	Mon	£5.5m	↓	Q2 2023-24	Mon	£5.9m	Metric in place to monitor trends	Reporting released one month in arrears. Work underway with Matrix to provide greater insight. We will look to develop this workstream with new enhanced reporting moving into Q4.	ED for Strategy & Transformation	
	Percentage of staff equalities data recorded on Agresso	High	Quarterly	Jun-23	Mon	67.4%	↓	Sep-23	Mon	64.3%	Metric in place to monitor trends	HR carrying out critical workstream reviews through the culture change programme. The staff network groups have recently produced a video showing staff how to complete equalities data on Agresso which is available on InSite. All staff user emails sent out alongside staff communication via the intranet to get people engaged with the changes.	ED for Strategy & Transformation	
	Staff turnover rate	Low	Quarterly	Rolling year to Jun-23	Mon	18.9%	↓	Rolling year to Sept-23	Mon	19.6%	Metric in place to monitor trends	Refresh of internal communications and engagement e.g., Staff Roadshows. Recruitment redesign workshop held as part of the council's recovery programme. New Applicant Tracking System in testing phase with users. Recruitment of director team and heads of service to stabilise workforce, improve engagement, embedding of culture change. Restructure of teams, job design, workforce planning activities to bring top talent into the organisation. Re-invigoration of exit interviews to understand reasons for leaving.	ED for Strategy & Transformation	Civil Service 2020 10.3% 2021 8.4% 2022 13.6%

Corporate Management Information Scorecard 2023/24

Outcome	Performance Measure	Good to be	Frequency	Previous update	Previous Performance		Performance direction of travel	Latest update	Latest Performance		Target	Mitigating actions	ED Lead	Comparison
	Number of working days lost due to sickness absence per FTE employee	Initially high to address under reporting	Quarterly	Rolling year to Jun-23	Mon	3.8	↑	Rolling year to Sept-23	Mon	3.9	Metric in place to monitor trends	This is likely to be under-reported. HR/OD encouraging timely and accurate reporting by working with management teams and through staff communications. Project underway to improve Agresso capability which is a barrier to under-reporting of absence. Sickness absence policy being re-written with a view to reducing bureaucracy and improving ease of use. This will be accompanied with a roll out plan for managers including robust training highlighting the importance of recording sickness on Agresso.	ED for Strategy & Transformation	Civil Service 2019 7.0 2020 7.4 2021 6.1 2022 7.9

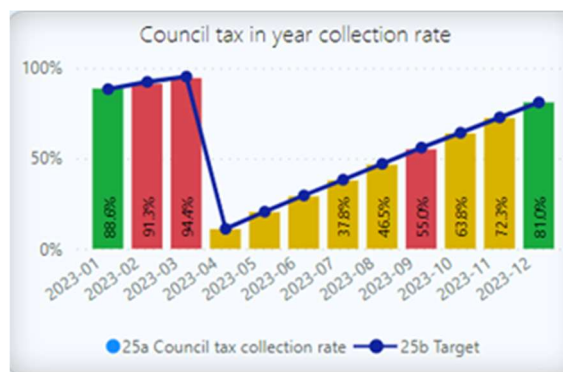
Positive trends:

- **Customer Services: an improvement in the percentage of calls answered and call waiting times with performance exceeding target for the first time since Jan/Feb-23:**



- An increase in customer service calls answered during Dec-23 at 84.9% (4,677) and a decrease in calls received compared to the previous month and similar period last year.
- The average call wait time reduced to 7mins 21 secs and lower than target of under 8mins for the first time since Jan-23.
- As part of the customer services Improvement plan:
 - Telephone Interactive Voice Response (IVR) updated. From 01-Dec-23 queues options on the main Customer Services Contact Centre (01753 475111) re-vamped. There are now 6 main queues (Adult Social Care, Council Tax, Housing Benefit, Strategic Housing, Neighbourhood Services, Bins, Waste and Recycling (DSO) and 2 seasonal queues (School Admissions and Electoral Services) to support services during peak periods.
 - The IVR designed to promote website links for services which have digital provision.
 - New recordings uploaded on the IVR.
 - Scan Station promotion posters developed and displayed at all council access points.
 - Bus Pass phase 2 online module in development with implementation plans with 3rd party supplier for readiness to support annual renewals from March-24.

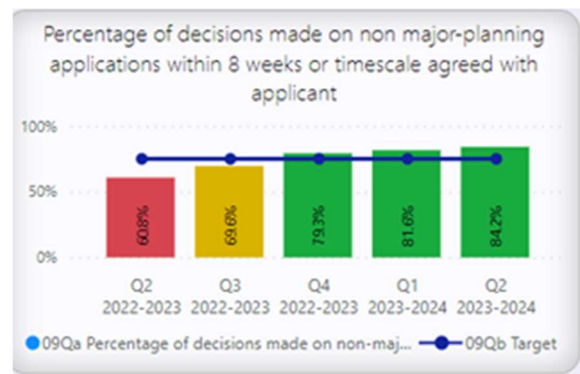
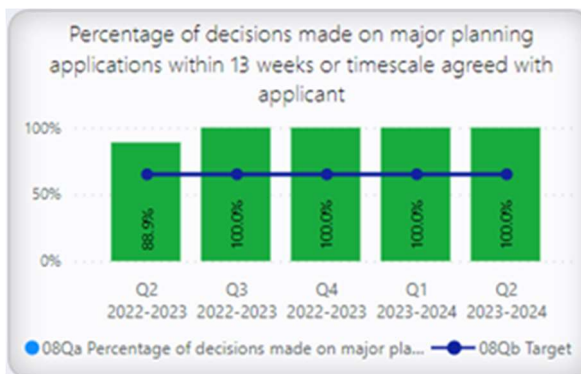
- **An improvement in the council tax in-year collection rate, 0.86% ahead of this time last year and for the first time since Jan-23 above the revised in-year target for Dec-23:**



- The council tax in-year collection rate of 81.0% for Dec-23 is 0.86% ahead of the collection rate achieved this time last year.
- For the first time since Jan-23, collection rate is 0.05% ahead of the Dec-23 revised in-target of 80.95%.

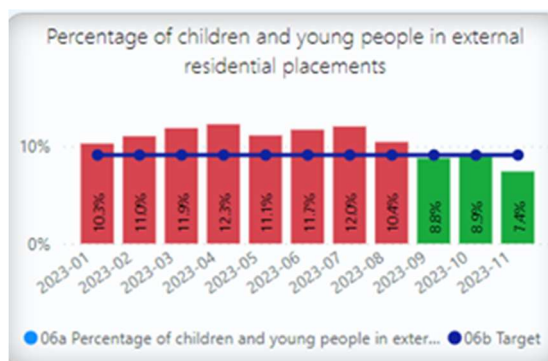
- Targets for the remainder of this year and collection rates from last year adjusted to remove the impact of the 2.05% effect of the Energy Support Fund payments made in Sept-22.
- To improve collection rates, the team are implementing additional technology that will automate high volume, low value tasks, which will free up resources to focus on collection. Automations including email indexing went live in Sep-23, Direct Debits, and Refunds in Nov-23, with Moves-in/Moves now due to go-live in January 2024. The programme is due to run until the end of this financial year.
- In addition, the service has invested in technology that will automate outbound text messages, emails and phone calls targeted at accounts already in arrears and those that may move to this stage soon.
- This has resulted in a 29% reduction in the number of council tax calls received by the customer service call centre compared to last year.
- Council Tax Support scheme for 2024/25 has been reviewed and are proposing the scheme remains the same in 2023/24.

● **Major and non-major planning applications decisions made within timescale during Q2 remain high:**



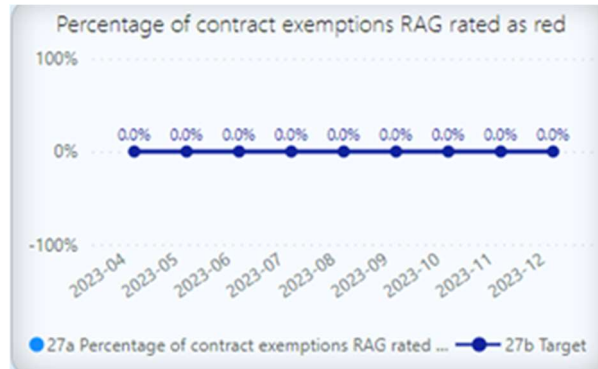
- The number and percentage of major and non-major planning application decisions made within timescales continues to remain high.
- The percentage of major planning applications decisions made within timescale remains above the national and South-East regional averages.
- Non-major applications decisions for Q2 improved to 84% and above target however the overall rate remains below the national and South-East regional average.
- Performance trends actively monitored at management meetings focussing on identifying service improvements to improve service.
- Slough planning service ranked in the top quartile nationally.

● **An improvement in the percentage of children and young people in external residential placements, the lowest rate over the last 12 months:**



- A decrease in the number and proportion of children in external residential placements with 7.4% (16 children) during Nov-23 and lower than target of 9.1%.
- This is the lowest rate over the last 12 months, with the rate at its peak during Apr-23 at 12.3% (31 children).
- We have also seen cost reductions for children who continue to be placed in these types of placements.
- External Placement Panel review all children in external placements, targeting those specifically in residential care, identifying those that specifically can be placed in fostering placements.

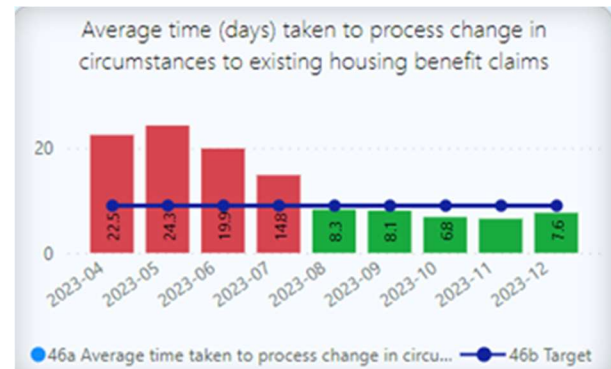
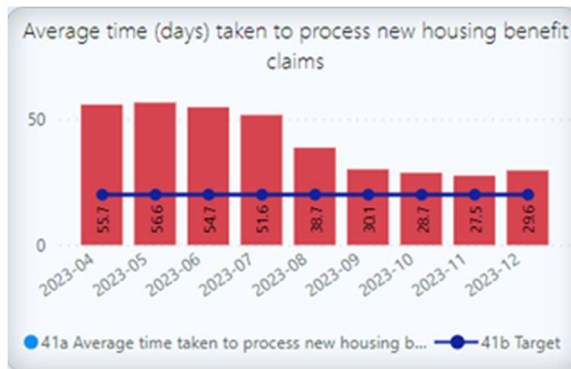
- **No contract exemptions RAG rated as red submitted to procurement review board:**



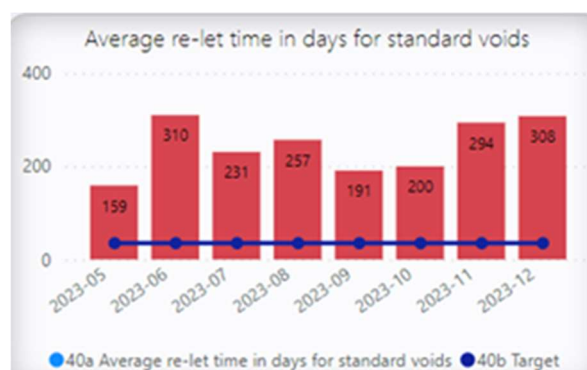
- Exemptions to the council’s contract procedure rules shows where good and sufficient reason demonstrated.
- During Dec-23, three exemptions were submitted to procurement review board seeking a direct award due to demonstrable best interest or sole supplier. They were all RAG rated green.
- Meetings with Executive Directors and their management teams to forward plan for 024/25 financial year are taking place from January 2024.

Areas of improvement although performance below agreed target:

- A slight increase in the average time taken to process new housing benefit claims and changes in circumstances during Dec-23 due to festive holidays with less processing days and staff leave, with new claims now taking 30 days (target 25) and changes 8 days (target 9):

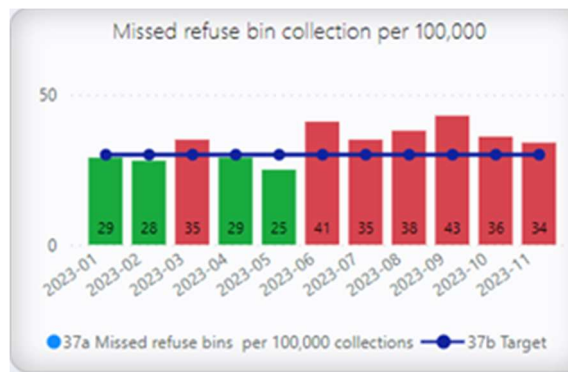


- Following their visit in Sept-23, the Department of Work and Pensions (DWP) Improvement Team presented their findings in Dec-23 advising on any further improvement steps the council may wish to consider. We continue to work through their recommendations with a view to adding them to our improvement plan.
 - Outstanding work volumes continue to remain in a positive position, however slightly up on Nov-23 due to festive holidays, with 1,393 outstanding at the end of Dec-23.
 - The oldest item of work is 20-days old for new and changes.
 - The in-month speed of processing for new claims is 29.62 days, an increase of 2.08 days from the previous month. The year-to-date average processing time for new claims of 42.21 days improved by 1.07 days.
 - On a positive note, the in-month speed of processing for changes is 7.64 days, which remains below the target of 9-days for the last 5 months however increased by 1.14 days from the previous month. The year-to-date average processing time for changes of 13.71 days is reduction of 0.72 days from the previous month.
 - The Council has made a significant investment in automation, a detailed improvement plan is in place which will remedy existing issues and help to improve processing times to an acceptable and sustainable level by the end of the financial year. Currently testing automating Verified Earnings and Pensions (VEP) and Rent Increases which are the next highest volume transactions with the aim to live by the end of Jan-24.
- An increase in the number of standard voids re-let within the month (16) however average re-let time of 308 days remains considerably above target:



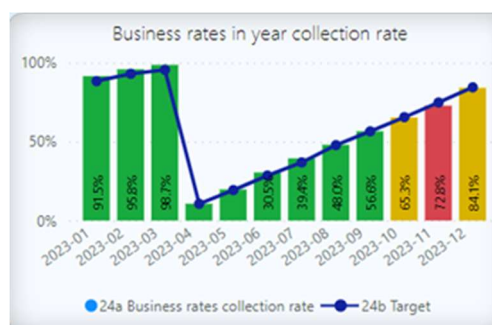
- An increase in the number of standard voids re-let within the month, with 16 properties taking an average 308 days to re-let during Dec-23 compared to 6 properties during Nov-23. The number of voids and the re-let time will increase before improved performance occurs.
- Performance regularly reviewed at housing management meetings to address issues and risks.
- The Housing NEC allocations module requires further adjustments to the selection process to enable a fully automated system approach to lettings. Final adjustments are with the project team for implementation.
- In the meantime, a new Allocations Manager in post and a work around in place. A minimum level of lettings agreed with allocations staff until fully automated lettings process is in place. This will enable the return to normal levels of operation and void processes by the end of Dec-23.
- Additional temporary Housing Officer resources applied to speed up lettings process and to complete early sign up of tenants. Up until Mar-24, 60% of all new lettings will be allocated to Temporary Accommodation (TA) occupants to reduce the use and costs of TA. This will be reviewed in Apr-24 to set new level of lettings to TA occupants from Ready to Let (RTL) council dwellings.

- **An improvement in missed refuse bin collection per 100,000 over the last two months however remains above target:**

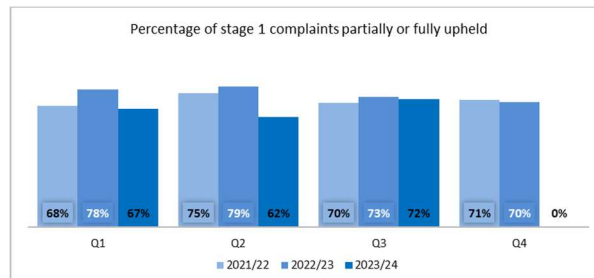
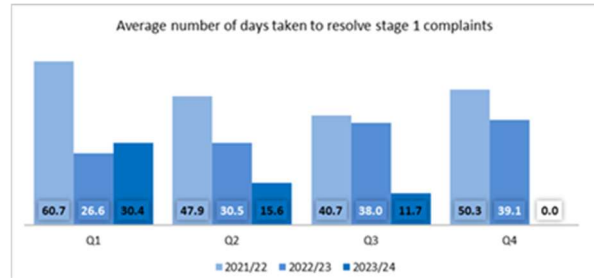
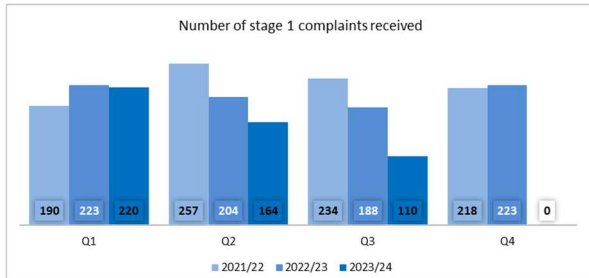


- Missed refuse bin collection rates improved over the last two month from 43 missed per 100,000 during Sept-23 to 34 during Nov-23 however remains above target of 30.
- Guidance on the council's website on how to prevent a rejected bin collection due to overloading or contamination. Online form to report a missed bin collection.
- An oversight & variation log created to tackle persistent problems or repeat occurrences. This is shared weekly with team to highlight hotspots and problem areas and for confirmation that the appropriate action has been completed.

- **In-year collection rate for business rates marginally below target and collection rate this period last year:**



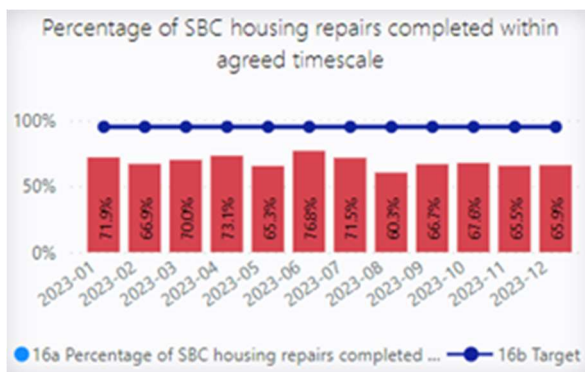
- The business rate in-year collection rate of 84.10% for Dec-23 is 0.30% below the in-year target of 84.40% and 0.16% lower than the collection rate achieved this time last year.
 - The council continues to take appropriate recovery action on those businesses that do not keep their payments up to date.
- **Compared to similar period last year, a reduction in the number of stage 1 complaints received from residents, time taken to resolve stage 1 complaints and in the percentage of complaints partially or fully upheld however remains above target of 67%:**



- During Nov-23, 64 complaints received of which 59% (25) of complaints answered were either partially or fully upheld, a further 39% (25) remain to be resolved. Complex complaints take longer to review and close. These are predominantly Osbourne Housing Repairs and Housing/Neighbourhoods related. The complaints team continue to hold conversations with the relevant managers to address the outstanding complaints.
- The largest proportion of complaints upheld during Nov-23 were for Housing Repairs (56%; 15), SEND & Inclusion (19%; 5) and Customer Services (7%; 2).
- The average number of days taken to resolve complaints has improved over the past year. Q3 shows 11.7 working days compared to 38.0 from the same quarter last year and 15.6 days last quarter.
- Bespoke fortnightly complaints reports detailing outstanding casework per service issued to AD's requesting action to close outstanding casework. Services use these reports effectively with a reduction in outstanding complaints for some services. In addition, separate weekly reports are sent to Environmental, Highways, Planning and to SEND.
- Service quality check meetings continue to take place quarterly - with the next suite of meetings scheduled to be completed in Feb-23. The meetings focus on identifying service improvements used to improve service.
- Revised Stage 1 and Stage 2 complaints templates created in line with the new process, with clear pointers if a complaint is considered upheld/not upheld as well as learning actions/outcomes. We have seen improvements in the quality of responses issued since.

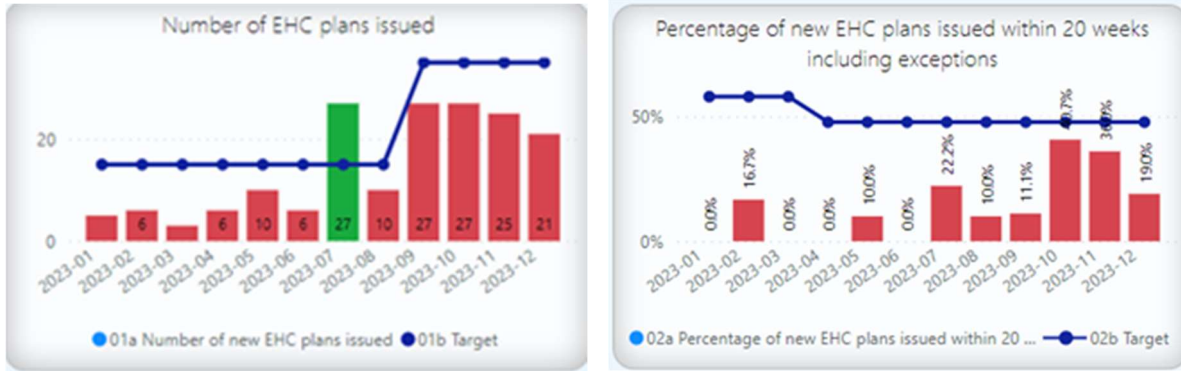
Areas that require a continued focus on improvement:

- An increase in housing repairs due for action and the proportion of housing repairs completed on time remains far below the target of 95%:



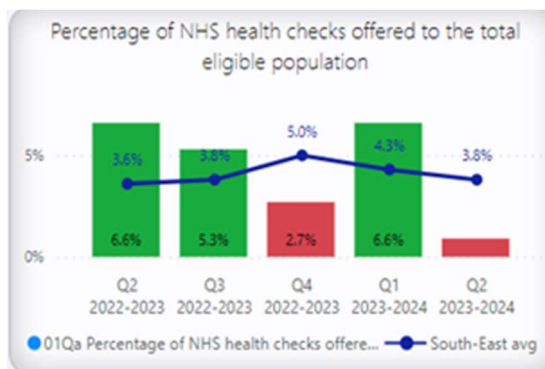
- A reduction in the number of housing repairs completed on time during Dec-23 with over 2,570 responsive repairs to action.
- Housing repairs completed within timescale at 66% (1,184) remains a major issue for responsive repairs service and well below target of 95%. The high number of damp & mould cases continues to impact the service as well as an increase in repairs due to persistent bad weather, high levels of sickness during December and staff on leave during the festive holidays.
- Repairs successfully completed in one visit at 88% (1,141 repairs) remains consistently above target of 75%.
- The number of complaints has remained consistent, efforts have been made to resolve the older complaints and reduce the age profile.
- Regular management meetings scheduled with senior management to discuss critical issues including complaints. Proposals in discussion to introduce a new approach to working smarter to reduce response times.
- An average turnaround of 13 days for void delivered in the month, this is the best result since Oct-2021.
- The refurbishment of the de-designated block at Seymour House has progressed at pace along with significant improvements to Apsley House and Wellesley Path.
- Redwood House and Seymour House Solar PV Installation will be started in 6 weeks time.
- The door and window replacement programme and door entry system replacement programmes continue to progress well.
- The large block roof replacements at Maryside progressed well and will be completed this week, Darvills Lane and Chichester Court re-roofing are still in progress.

- **Reduction in the number of Education, Health, and Care (EHC) Plans finalised within timescale at 19.0% and remains below target:**



- A reduction in the number of EHC plans completed within timescale, with 21 EHC Plans finalised in the month, of which 19.0% (4) finalised within the statutory 20 weeks' timeframe with rate remaining below target. Over 160 children waiting for a late running EHC needs assessment.
- The rate was impacted with less working days during Dec-23 and interim staff taking 2 weeks leave.
- SEN Team actively reducing backlog of late running EHC needs assessments.
- Draft EHC plans quality assured within the new assessment framework prior to issuing.
- Business Support Officers (BSO) allocated to maintain clear records of panel decisions and to ensure improved coordination of advice requests and to inform high quality decision letters. Case officers to access decisions from single location to provide improved communication of decisions to stakeholders.
- All SEND 0-25 Officers involved in weekly training developing quality of EHC plan writing, including writing effective and appropriate outcomes. Training in place from DfE to develop quality of PFA outcomes.
- Live case tracker embedded to ensure clarity and consistency of process recording to run concurrently with Capita One system allowing for clearer accountability and cross validation of data.
- All 'legacy' outstanding Educational Psychologist (EP) assessment requests now allocated by Personal Education Plans (PEP).

- **A reduction in adults aged between 40-74 offered a health check with rate lower than regional and national average. 0.9% (355) eligible adults offered NHS health checks during Q2 2023/24:**

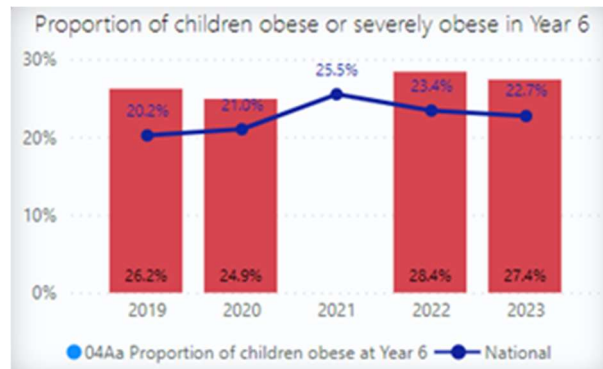


- During Q2, 0.9% (355) eligible population offered an NHS health check in Slough, a reduction from the previous quarter of 6.6% (2,565) and below the national average of 5.6% and

South-East average of 3.8%. Rate likely to improve once late reporting taken into account similar to previous quarters.

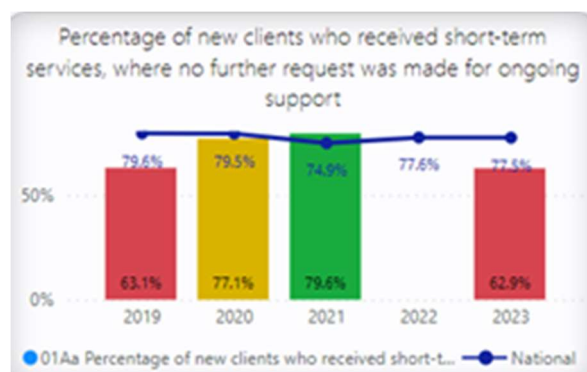
- 1:1 visits of GP practices delivering NHS health checks in Slough to understand barriers and opportunities to improve delivery.
- Use of data from performance dashboards to map health checks offered at GP practice level to contribute to improvements and share best practise using universal offer combined with a more targeted approach.
- Liaising with Solutions4Health to better understand their health check offer and exploring opportunities to supplement GP offer and encourage outreach.

- **Over a quarter of children aged 10 to 11 years measured as part of the National Child Measurement Programme (NCMP) classified as obese or severely obese:**



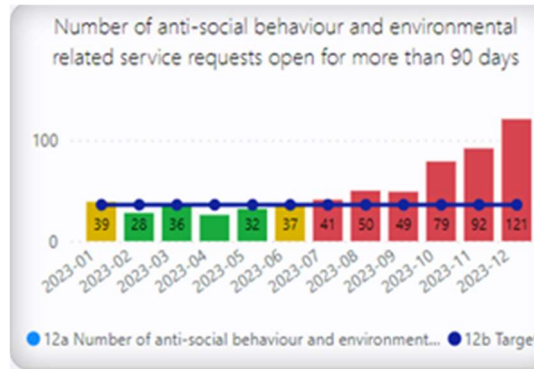
- In 2022/23, 27.4% (635) of children aged 10 to 11 years classified as obese (including severely obese), no significant change from the previous year of 28.4% (660) and significantly worse than the national average of 22.7% and South-East region average of 19.4%.
- Children and Young People (CYP) weight management service will be removed from current integrated wellness service.
- Public Health Officer for CYP now in post (started in Dec-23) and will lead on a whole systems approach to weight management and healthy eating for CYP. A work plan to be developed by the end of Jan-24.

- **A reduction in adult social care clients receiving short-term services where no further request was made for ongoing support:**

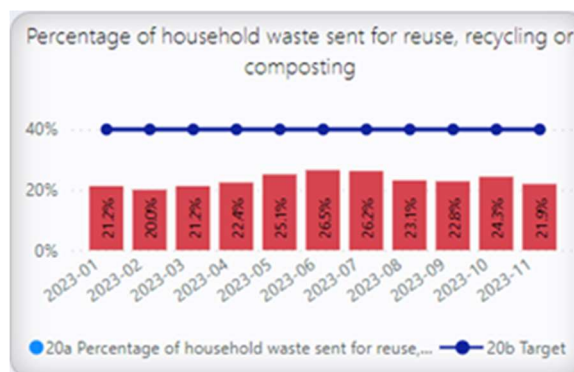


- 62.9% of new ASC clients during 2022/23 received short-term services where no further request was made for ongoing support. A reduction from the previous year of 79.6%, ranking Slough in the bottom quartile nationally.

- Reablement service increased the flow of service users entering reablement. This includes service users with complex needs where targeted goal-based therapy interventions can benefit, increase independence, and reduce dependency on direct care provision. We routinely consider people we're aware will require on-going support but at the reduced level through our interventions.
- This approach enables us to rehabilitate those with complex needs, significant changes in presentation to improve their quality of life, functional abilities and to adjust the level of care needs post reablement.
- **An increase in the number of anti-social behaviour and environmental related service requests open for more than 90 days:**

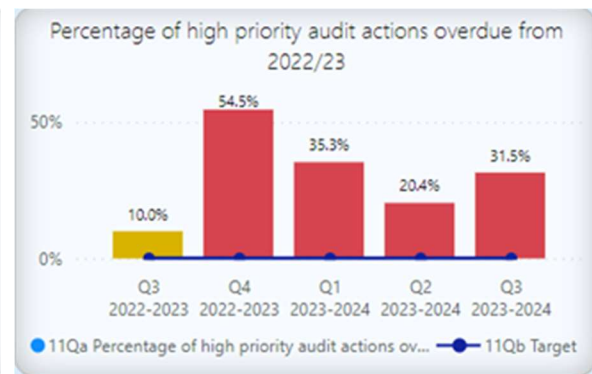


- Number of anti-social behaviour and environmental related service requests open for more than 90 days on the increase since Apr-23. We have seen an increase in housing regulation investigations which can take months to resolve.
- All cases reviewed each month and appropriate action taken. Teams continue to work with Communications and Direct Services Operations (DSO) team to target hotspots for household fly-tipping and are building legal cases for enforcement. Noise nuisance cases can take 4 or 5 months to resolve.
- Complex cases require investigation and officers to take formal legal action, cases closed at the completion of formal action. This is not necessarily a negative as it's about reaching the right outcome and as our enforcement teams take a more robust stance, we may see an increase in the number of cases taking longer than 90 days.
- **Compared to similar period last year, a decrease in the percentage of household waste sent for reuse, recycling or composting and remains well below the 40% target:**



- Recycling rates cyclically decline during the winter months due to a reduction in green waste, however the rate in Slough remains low in all seasons.

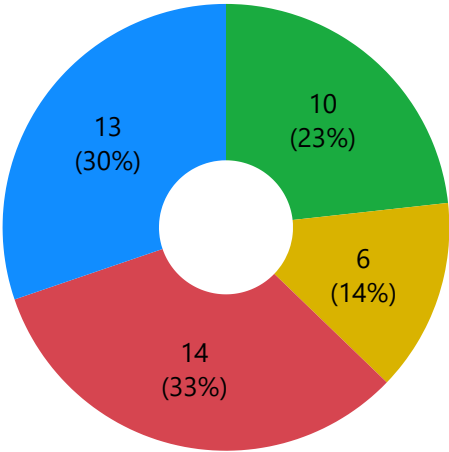
- Slough increased acceptable materials for recycling. The main source of contamination appeared to be the wrong types of plastics. We now accept plastic food trays etc. This should reduce the number of bins rejected due to contamination resulting in an increase in recyclables. Food waste collection to commence during 2024.
- Green waste recycling volumes are seasonal therefore we see a reduction in tonnages collect. Volumes increase as the weather improves and people start tending to their gardens.
- **16% (20) of high priority audit actions remain overdue, with 4% (2) from 2021/22, 32% (17) from 2022/23 and 8% (1) from 2023/24:**



- 37 internal audit reports issued in 2021/22 (29 assurance and 8 advisory). All internal audit reports have now been finalised (including follow up audits). The overdue actions shared with each department for Department Leadership Teams (DLTs) to consider current position and respond. Work will continue with DLT's to reduce these numbers by the end of the financial year.
- 28 reports have now been finalised for 2022/23. Progress made on closing actions on the tracker however there needs to be a more concerted effort to close this years and prior years actions. Evidence of actions completed obtained and quality assured by Internal Audit Manager and retained for use in follow up audits.
- 7 reports finalised for 2023/24 with a further 2 reports at draft status subject to further discussion and 4 audits currently at fieldwork stage.
- We are expecting to see the number of actions from prior years to continue to reduce over the coming months with the additional focus from our management teams.

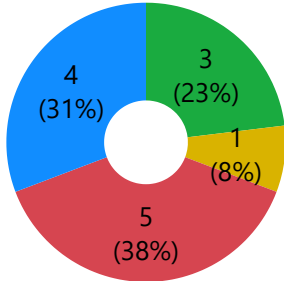
Summary

Performance summary



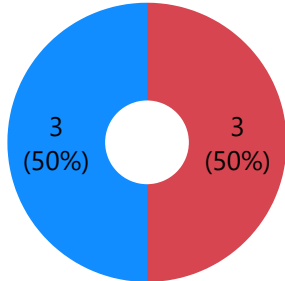
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Priority 1



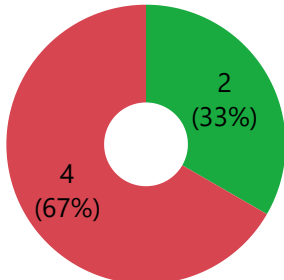
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Priority 2



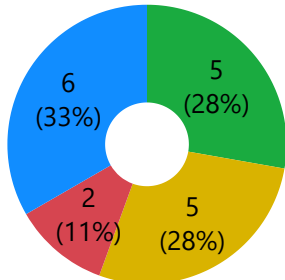
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Priority 3



● P3 Green ● P3 Amber ● P3 Red ● P3 Monitor trends ● P3 KPI in develop...

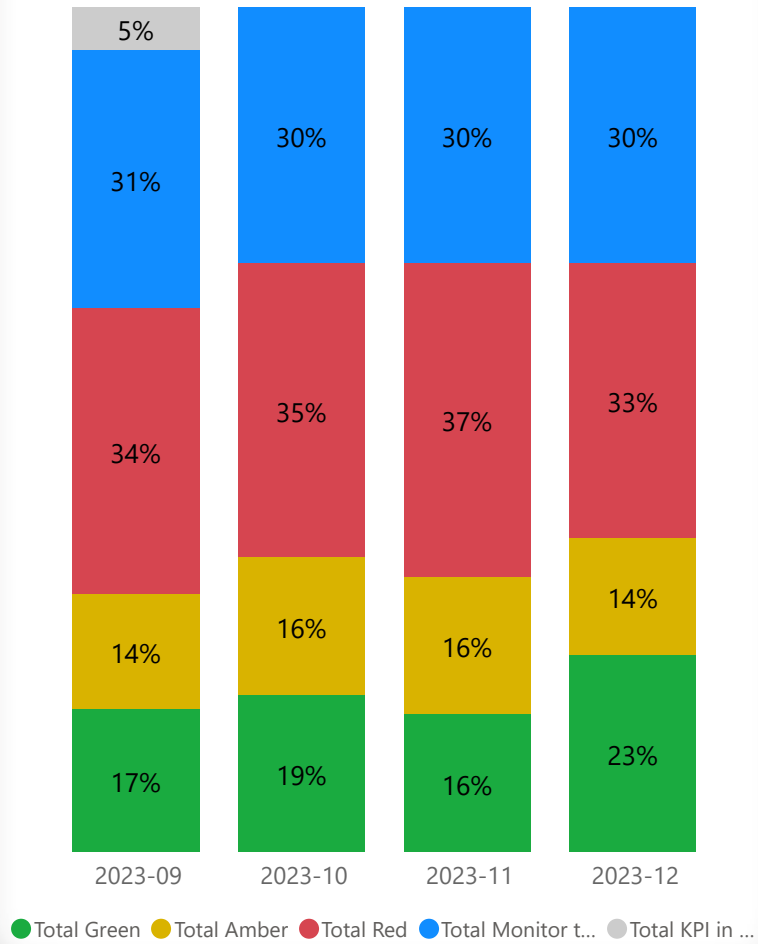
Corporate Health



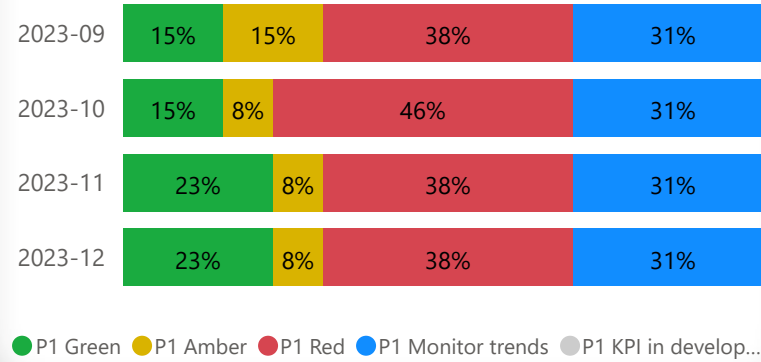
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Progress

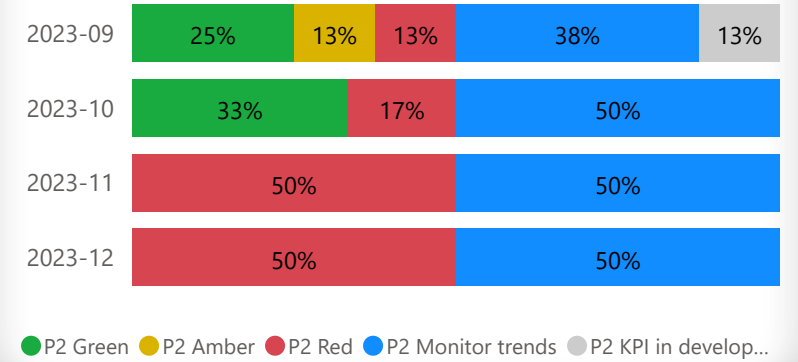
Performance trend summary



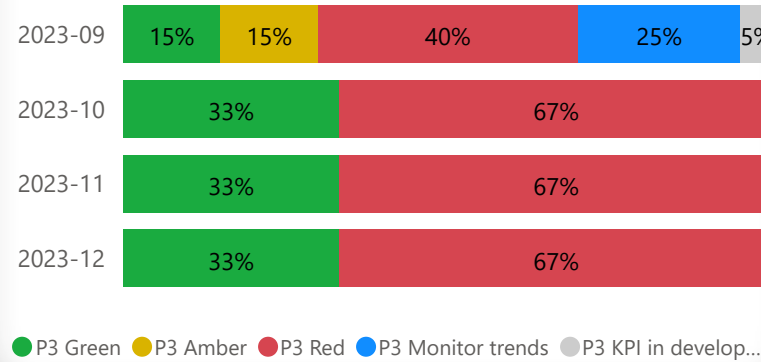
Priority 1



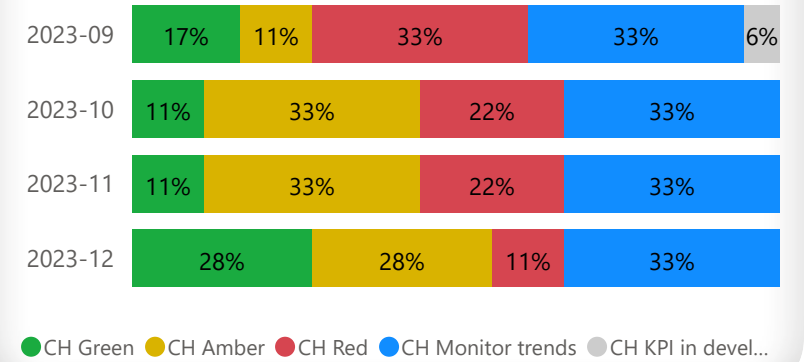
Priority 2



Priority 3

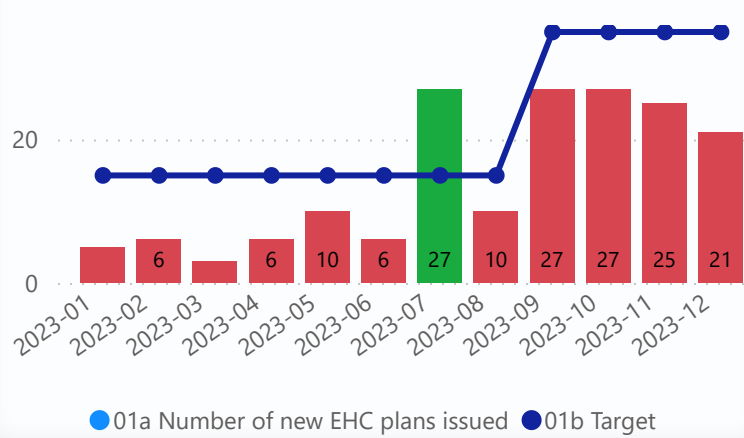


Corporate Health

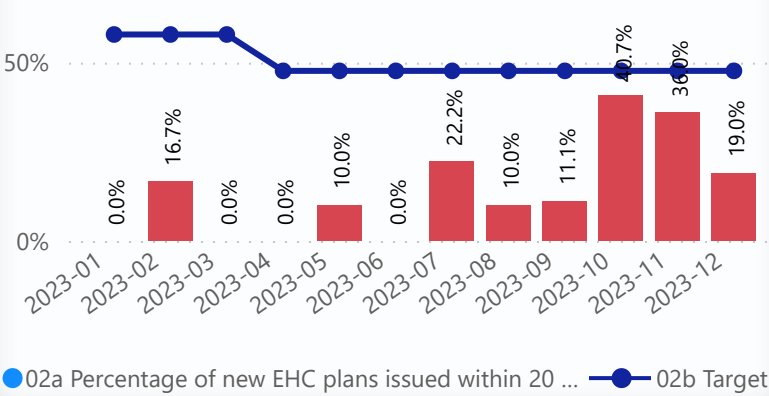


Priority 1: A borough for children and young people to thrive

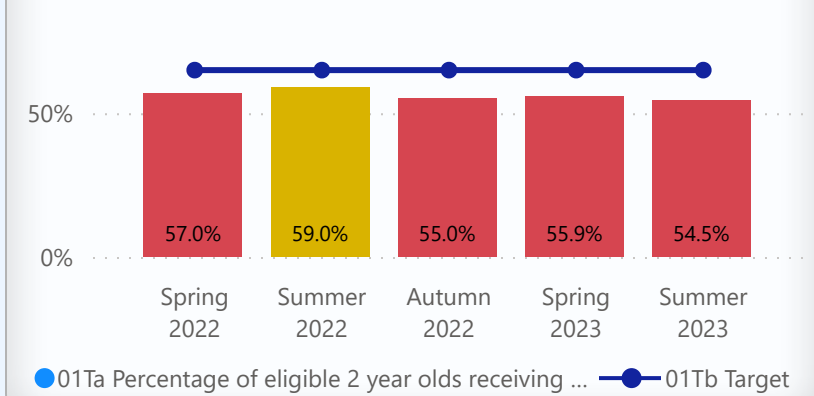
Number of EHC plans issued



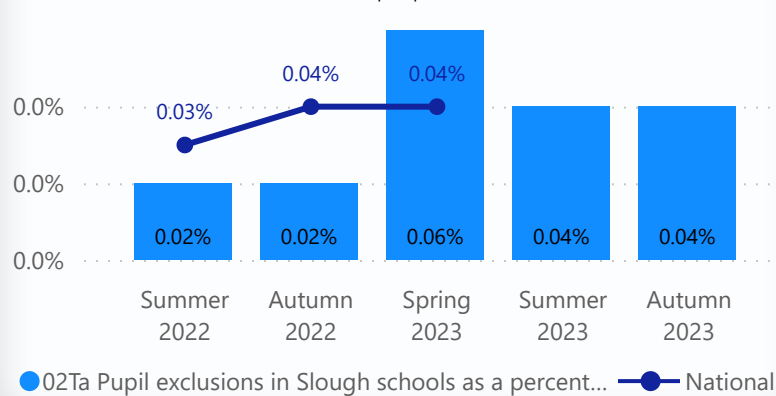
Percentage of new EHC plans issued within 20 weeks including exceptions



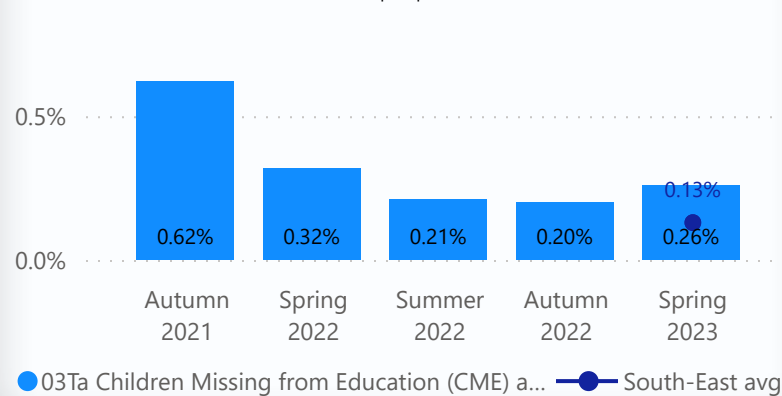
Percentage of eligible 2 year olds receiving 15 hours of free early years education or childcare



Pupil exclusions in Slough schools as a percentage of school population

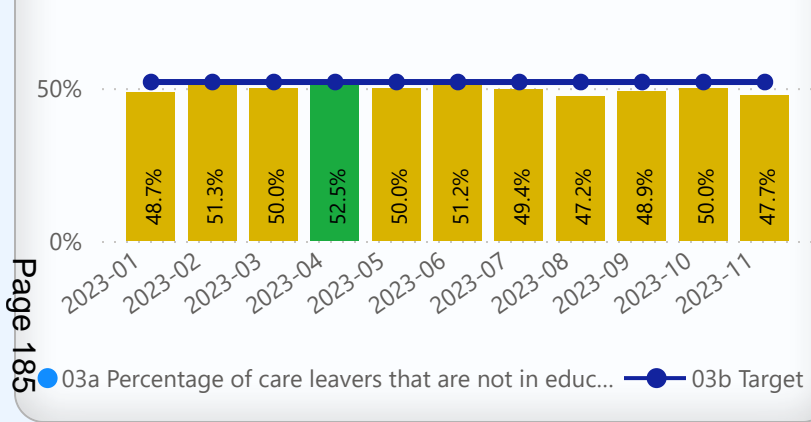


Children Missing from Education (CME) as a percentage of school population

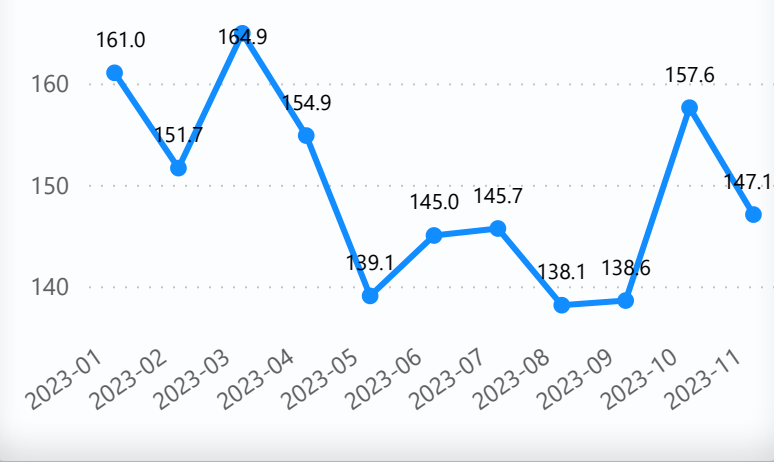


Priority 1: A borough for children and young people to thrive

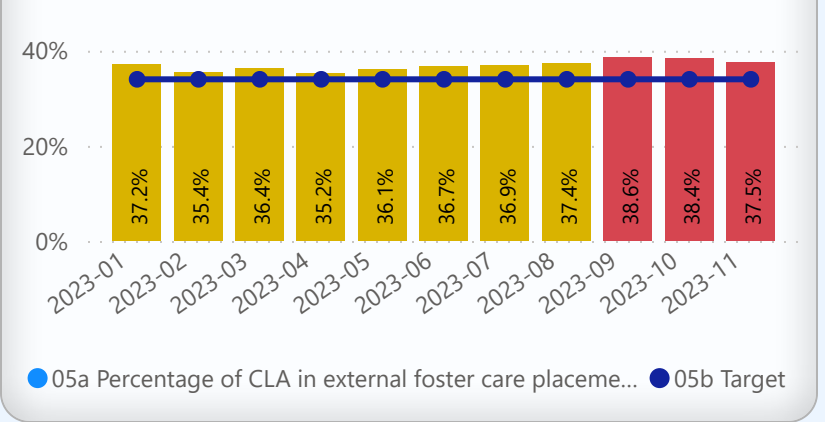
Percentage of care leavers in education, employment or training



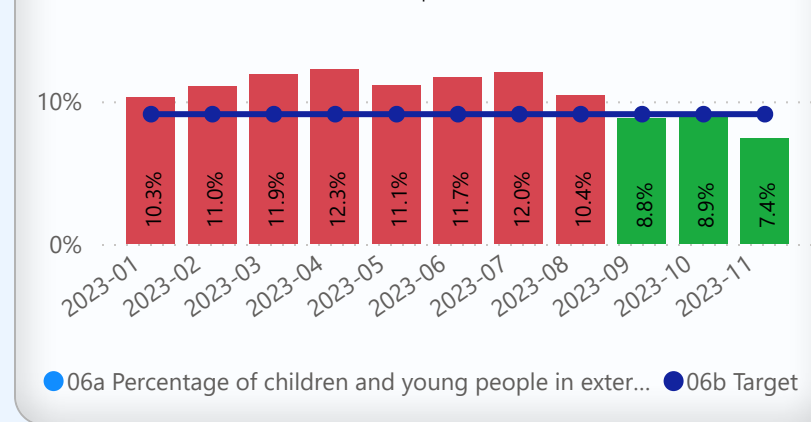
Rate per 10,000 of children receiving targeted early help



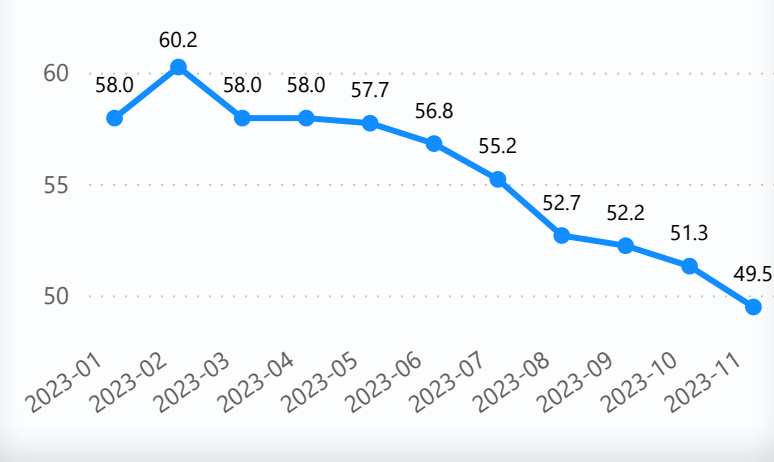
Percentage of children looked after in external foster care placements



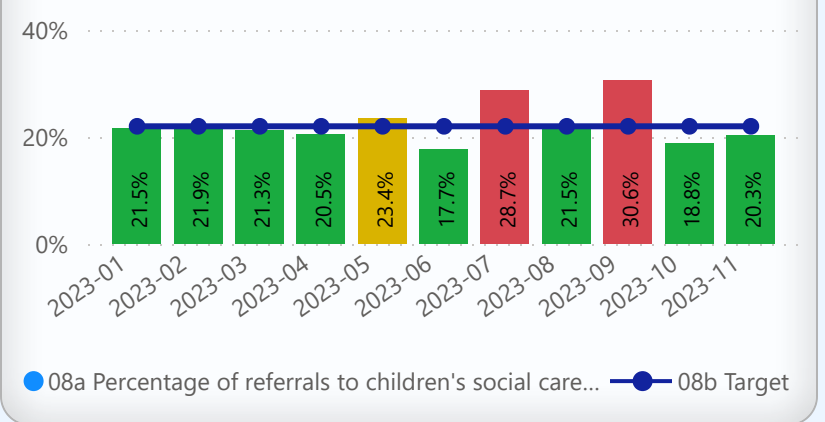
Percentage of children and young people in external residential placements



Rate per 10,000 of Children Looked After (CLA)

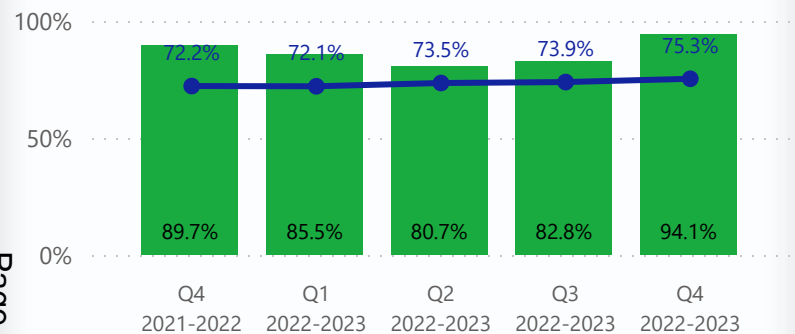


Percentage of referrals to children's social care within 12 months of earlier referral



Priority 1: A borough for children and young people to thrive

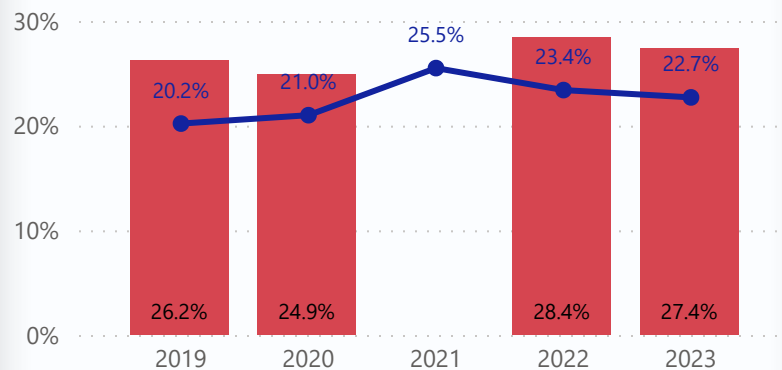
Percentage of children aged 2.5 years who received a 2 to 2.5 year child development review



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● 02Qa Percentage of children aged 2.5 years who rec... ● National

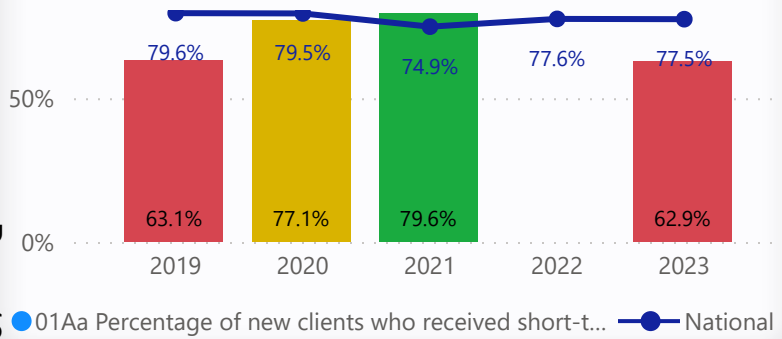
Proportion of children obese or severely obese in Year 6



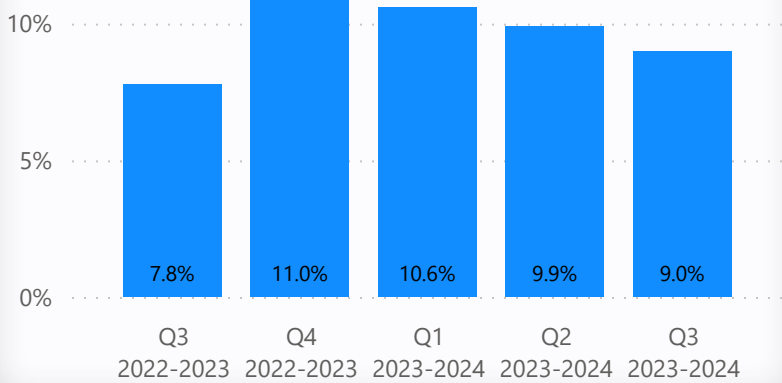
● 04Aa Proportion of children obese at Year 6 ● National

Priority 2: A town where residents can live healthier, safer and more independent lives

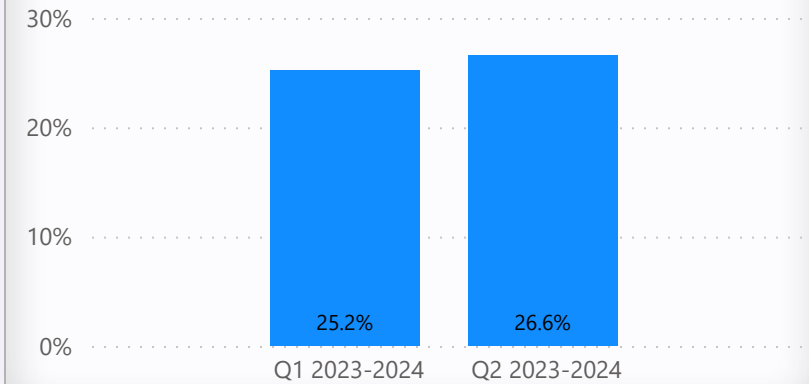
Percentage of new clients who received short-term services, where no further request was made for ongoing support



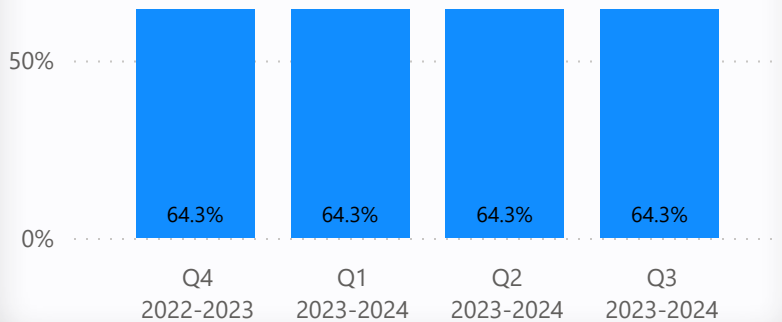
Percentage of safeguarding referrals that meet section 42



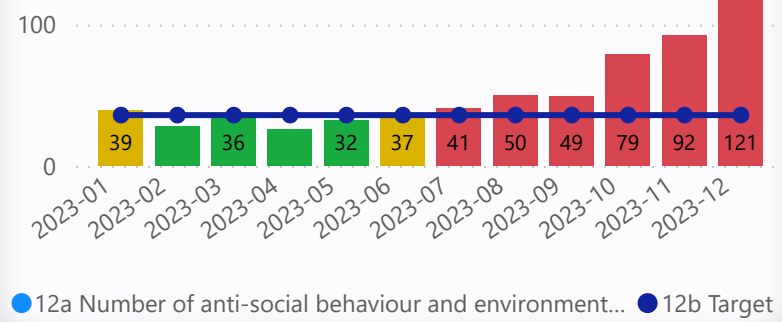
Percentage of eligible adults managing their care via a direct payment



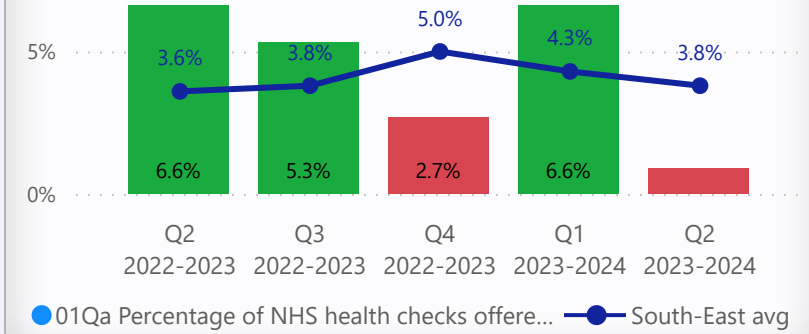
Percentage of care homes in the borough with a Care Quality Commission (CQC) rating of good or outstanding



Number of anti-social behaviour and environmental related service requests open for more than 90 days

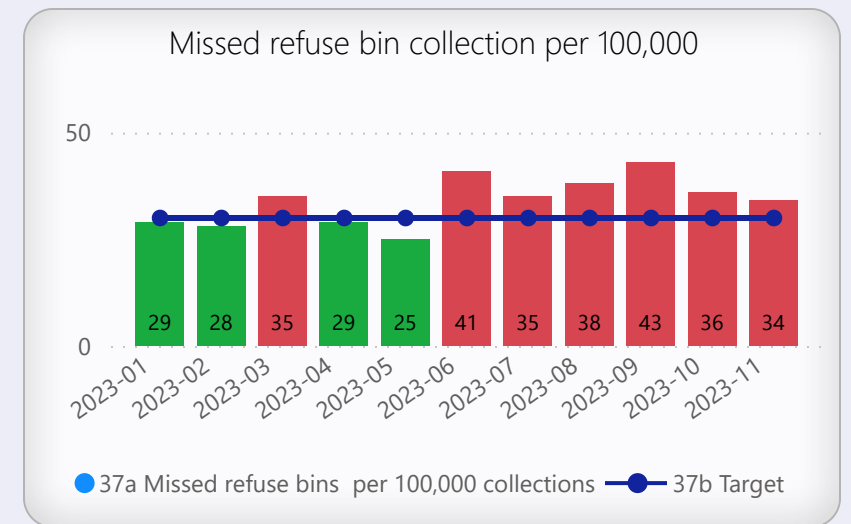
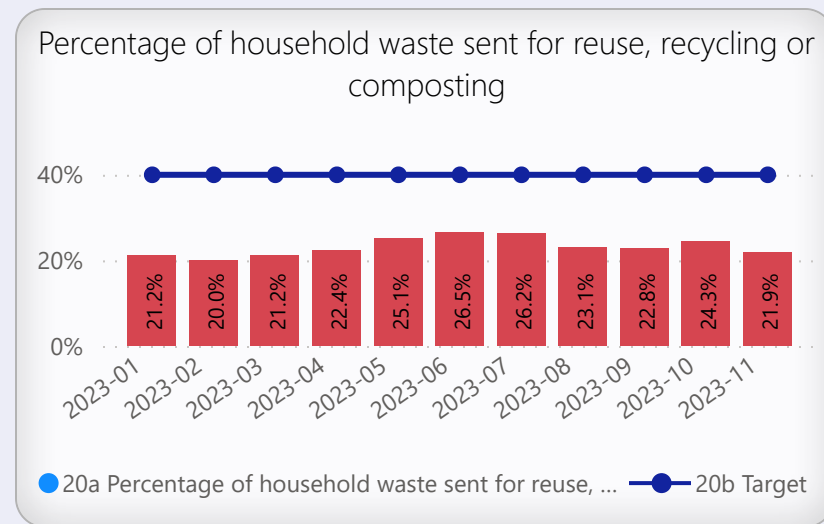
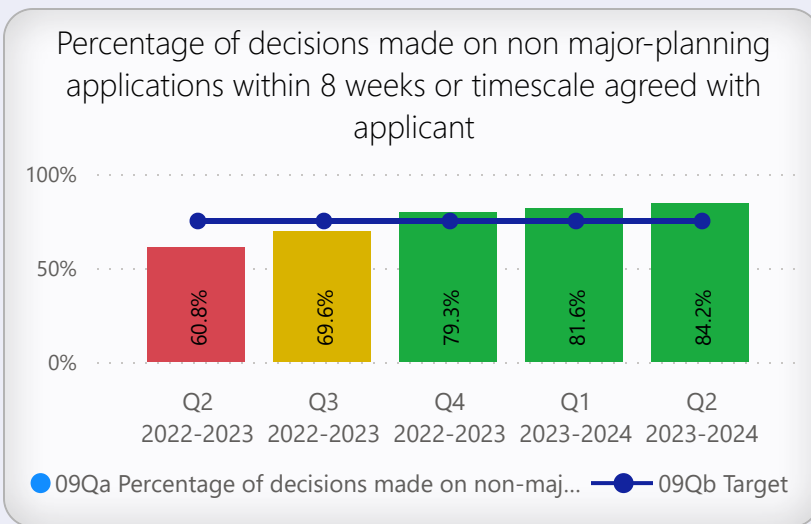
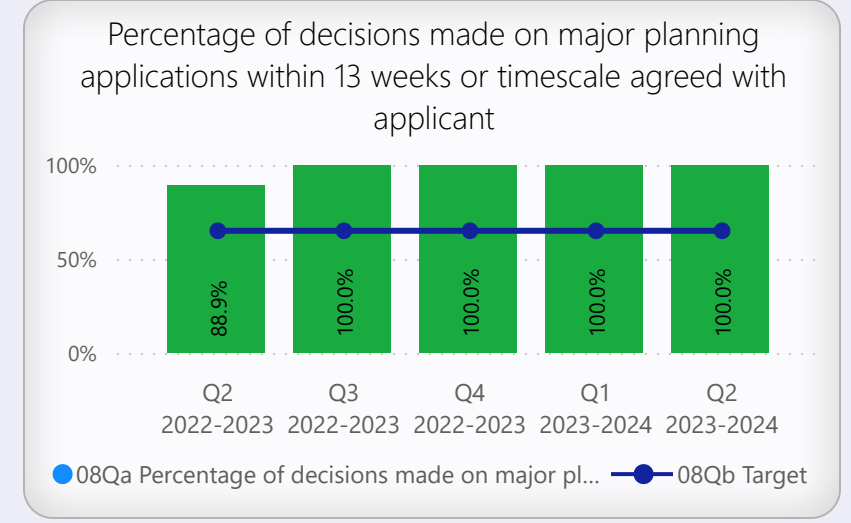
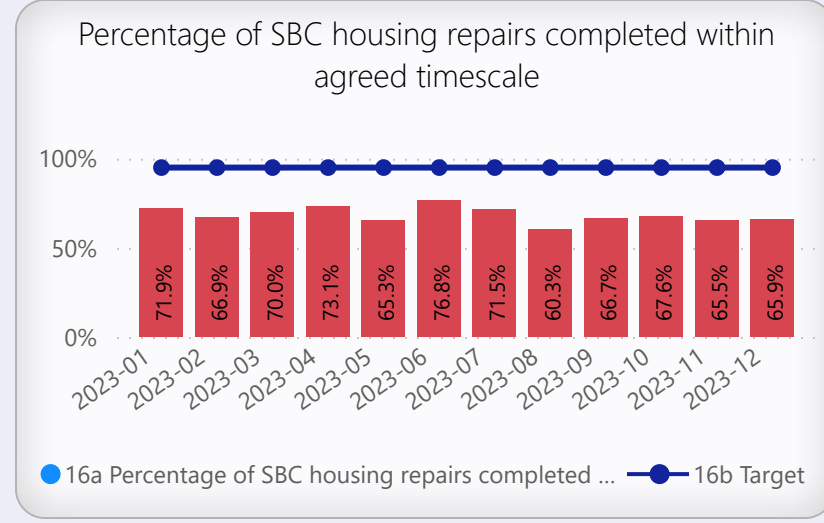
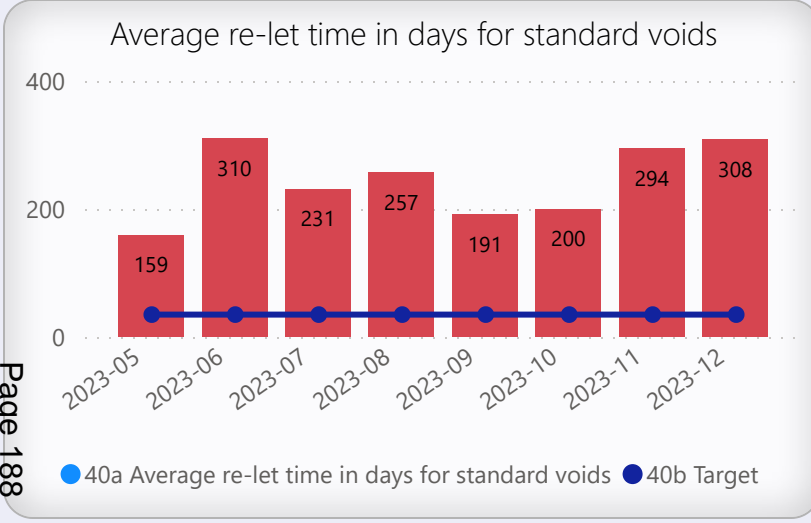


Percentage of NHS health checks offered to the total eligible population



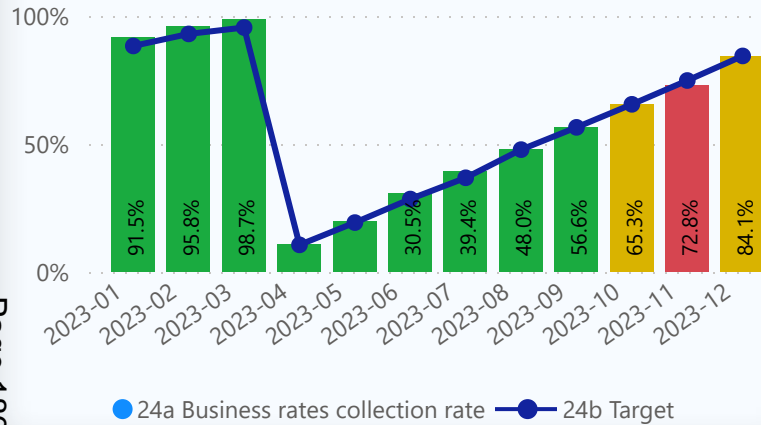
Priority 3: A cleaner, healthier and more prosperous Slough

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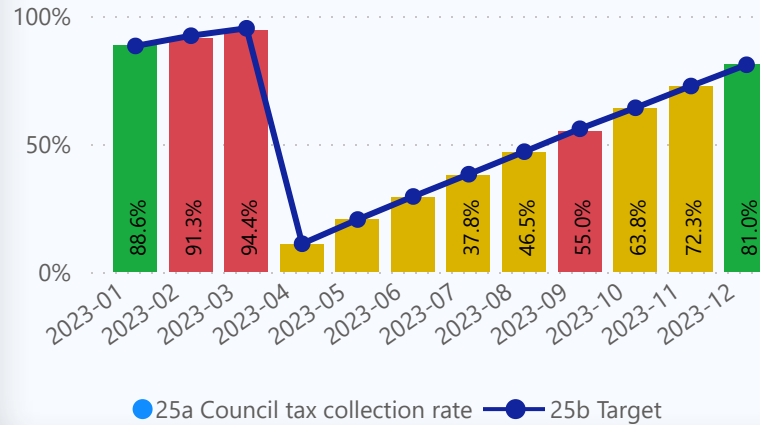


Corporate Health

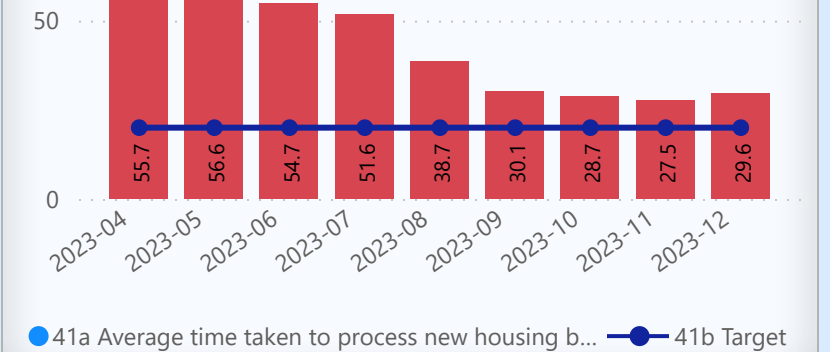
Business rates in year collection rate



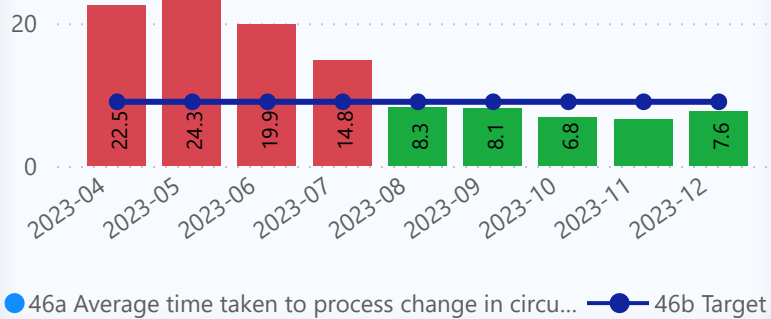
Council tax in year collection rate



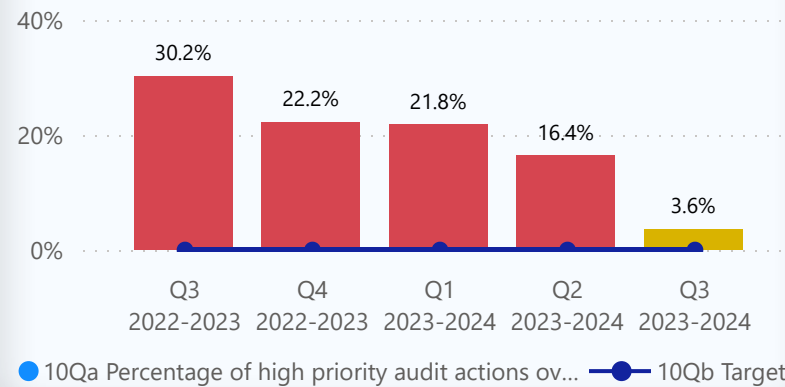
Average time (days) taken to process new housing benefit claims



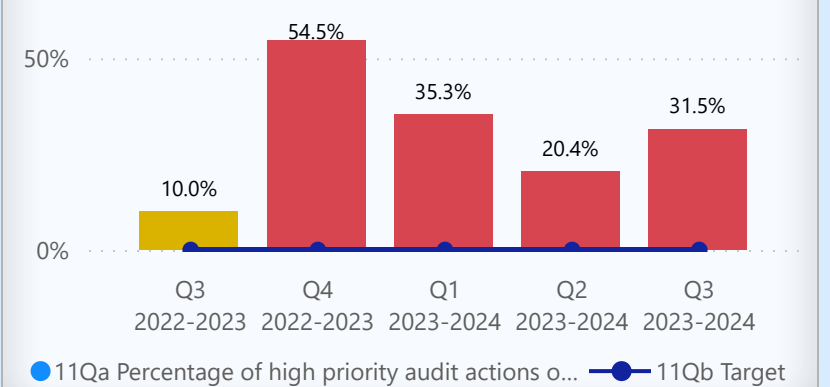
Average time (days) taken to process change in circumstances to existing housing benefit claims



Percentage of high priority audit actions overdue from 2021/22

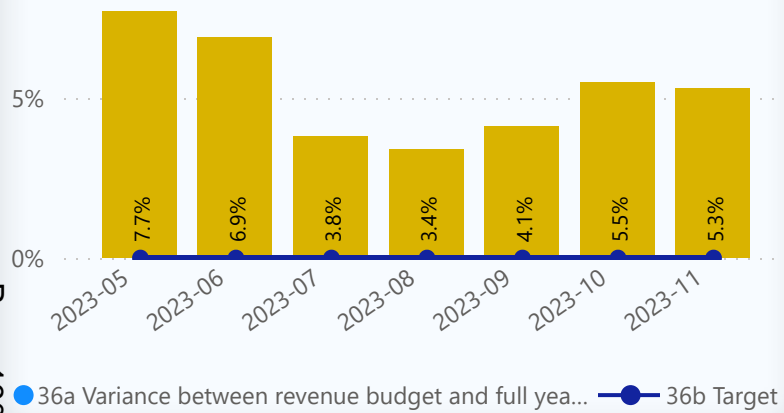


Percentage of high priority audit actions overdue from 2022/23

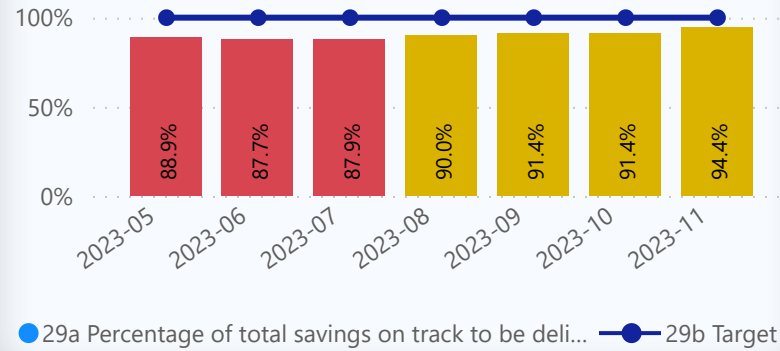


Corporate Health

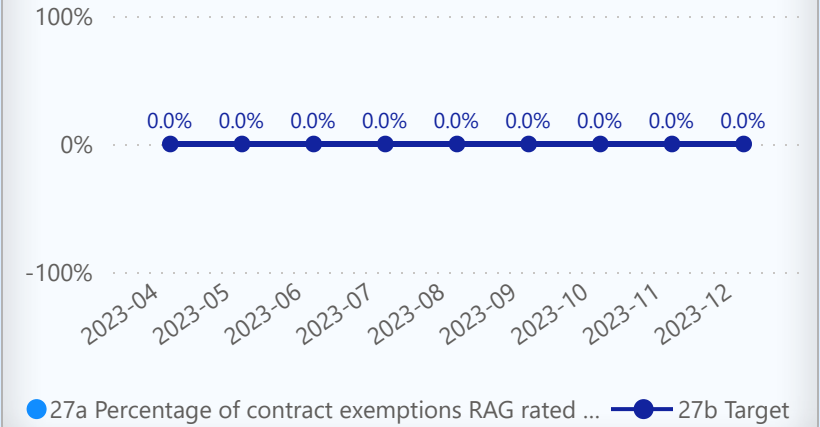
Variance between revenue budget and full year forecast



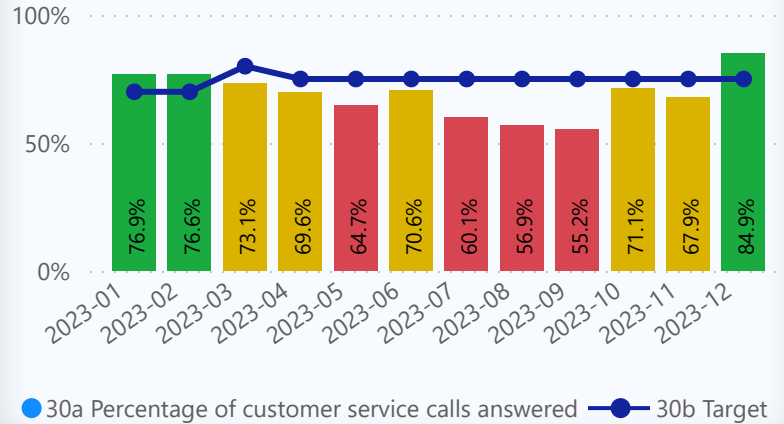
Percentage of total savings for 2023-24 on track to be delivered



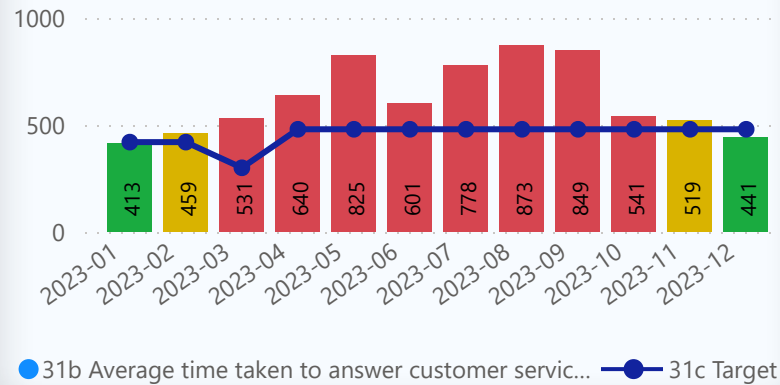
Percentage of contract exemptions RAG rated as red



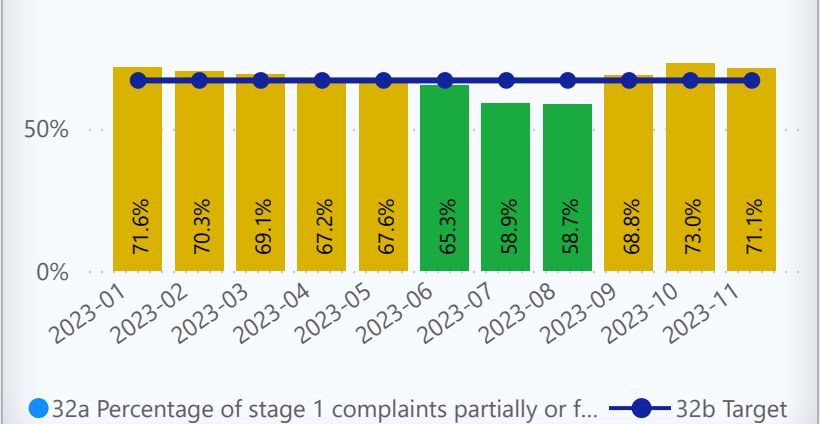
Percentage of customer service calls answered



Average number of seconds taken to answer customer service calls



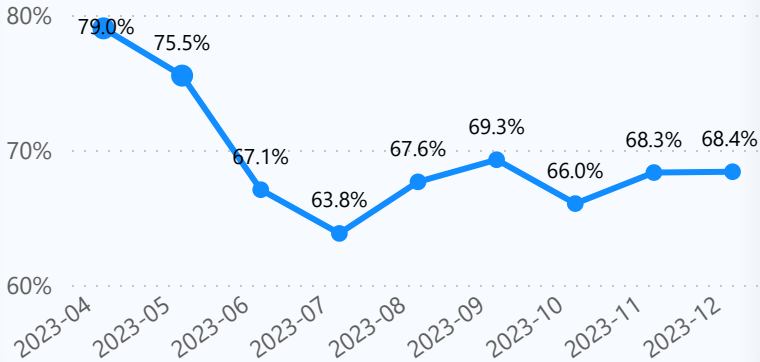
Percentage of complaints partially or fully upheld



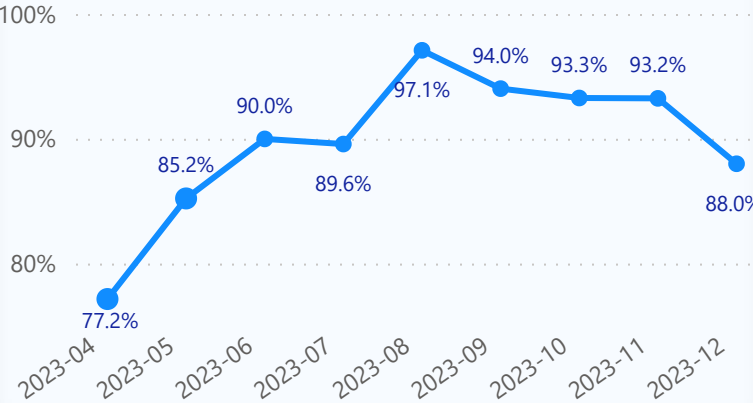
Corporate Health

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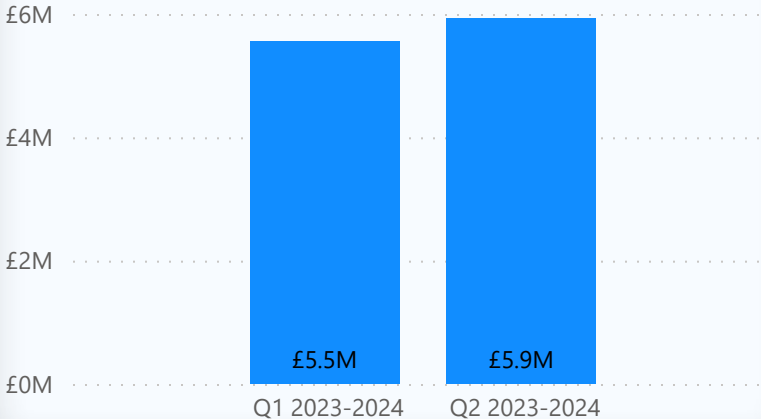
Percentage of IT service desk tickets resolved at first point of contact



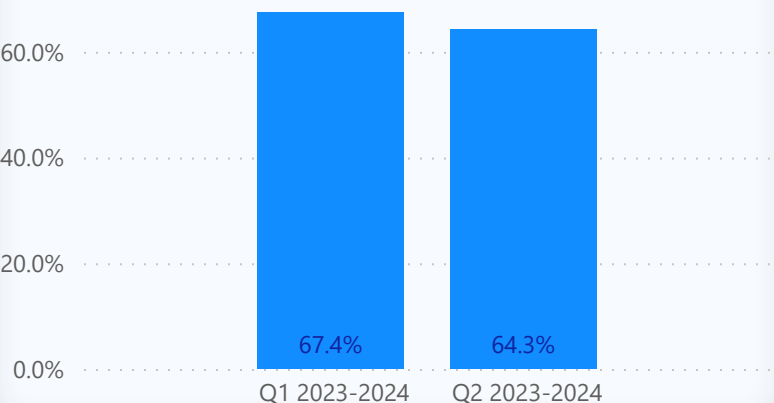
Percentage of IT service desk tickets resolved within SLA



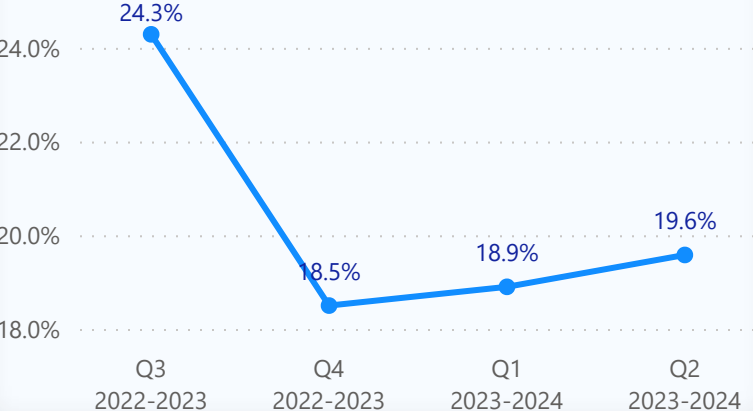
Interim staffing costs (£)



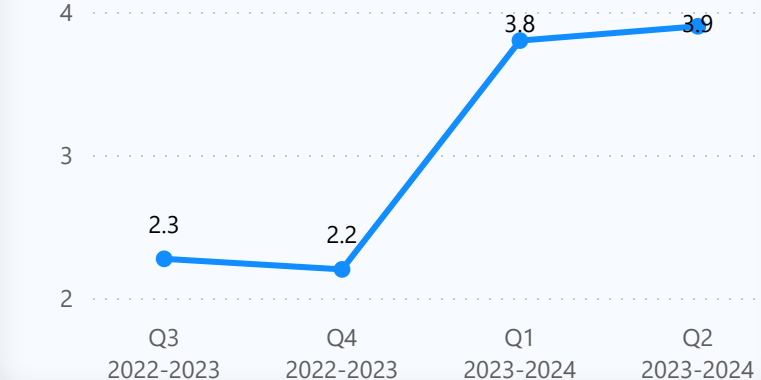
Percentage of staff equalities data recorded on Agresso



Staff turnover rate (rolling 12 months)



Number of working days lost due to sickness absence per FTE employee (rolling 12 months)



Performance Indicator Key

Metric updates this month:

For indicators where the updates are released in the later in the month, these will be reported in the following months report i.e., October figures reported in the November report.

Performance against target:

Where possible the latest monthly performance is compared with an assigned target or a benchmark. Indicators are colour-coded as follows:

RAG status	Description
Green	Performance is in line with or above in-year target or benchmark
Amber	Performance has not been met but is within 10% (unless otherwise stated) of in-year target or benchmark
Red	Performance has not been met and is more than 10% (unless otherwise stated) off in-year target or benchmark
Blue	Metric in place to monitor trends
Grey	Metric is being developed

Performance indicators are RAG rated as amber if performance is within 10% and red if more than 10% off in-year target or benchmark except for:

- Collection rates for council tax and business rates: these are RAG rated as amber if performance is within 0.5% and red if more than 0.5% off in-year target.
- Total number of homeless households placed in temporary accommodation at the end of the month: RAG rated as amber if performance is within 5% and red if more than 5% off in-year target.
- Children's social care indicators: these are as per agreed with Slough Children's First.

Performance direction of travel:

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

- ↑ performance improved.
- ↔ performance remained the same.
- ↓ performance declined.

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

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

Slough Borough Council

Report To:	Cabinet
Date:	15 April 2024
Subject:	Slough Borough Council Equality Objectives, 2024-2028
Lead Member:	Councillor Dexter Smith, Leader of the Council
Chief Officer:	Stephen Brown, Chief Executive
Contact Officer:	Sarah Wilson, Assistant Director Legal and Governance
Ward(s):	All
Key Decision:	Yes
Exempt:	No
Decision Subject To Call In:	Yes
Appendices:	A - Consultation Results Summary B – Equality Impact Assessment

1. Summary and Recommendations

- 1.1 This report sets out the final 2024-2026 statutory equality objectives for Slough Borough Council, following the results of a public consultation (Appendix A) and in line with the Public Sector Equality Duty. The objectives cover both employment and service provision.

Recommendations:

Cabinet is recommended to:

- (a) agree the 2024-2026 equality objectives as set out in this report.
- (b) delegate authority to the Chief Executive, in consultation with the Leader of the Council, to agree performance measures for each objective.
- (c) note that reporting of progress on the workforce objectives will be to the Employment Committee.
- (d) agree to the commissioning of the LGA to undertake a peer review against the LGA Equality Framework, subject to budget being identified.

Reason

- 1.2 The council is fully committed to promoting equality in the provision of its services to Slough residents, and in its role as employer to its workforce.
- 1.3 Under Regulations made under the Equality Act 2010 the council is required to publish information to demonstrate its compliance with the duty imposed by

Section 149 (Public Sector Equality Duty/PSED). In addition, it is required to prepare and publish one or more equality objectives it thinks it should achieve to do any of the things mentioned in paragraph (a) to (c) of the PSED. Objectives are expected to be published at least every 4 years and must be specific and measurable.

- 1.4 In November 2023, Cabinet considered 5 draft equality objectives relating to workforce and service provision. It was agreed that the draft equality objectives be subject to public consultation and that a final report, to include the results of the consultation and details of systems in place to monitor any recommended objective, be brought to a future Cabinet for approval.
- 1.5 The proposed recommendations have been amended to take account of feedback from the Corporate Improvement Scrutiny Committee (CISC) and the public consultation. It is proposed to adopt the objectives for a 2 year period instead of 4 years, to allow for an LGA peer review to be commissioned and its findings taken into account in a formal review of the objectives.

Commissioner Review

This report has been reviewed by Commissioners and there are no specific comments to add.

2. Report

Introduction

- 2.1 The Council is committed to ensuring that reducing inequality is at the heart of our priorities as a council. We have refreshed the Corporate Plan to take account of the latest data and most recent Census information. This information can be viewed in the Slough Insights Pack, which includes a wide-ranging set of data that identifies equality and diversity issues within Slough across our residents and service users.
- 2.2 The Council is under statutory intervention of the Department for Levelling Up, Housing and Communities and there are directions relating to leadership and culture, governance and HR. Democratic governance is as much about the Council's relationship with its residents and re-building trust, as it is about the systems and processes in place. Members have regularly commented on the need for the Council to be more resident focused and to collect and monitor data to ensure that those more at need and most impacted and consulted and considered when decisions are made. The Council commissioned an LGA resident survey which understandably demonstrated the lost confidence of residents in the Council. Likewise, the Council conducted a staff survey, which demonstrates low morale. The Council needs to embed an approach to tackling inequality within our workforce, residents and service users as a key driver to demonstrating compliance with its best value duty.

Background

- 2.3 The Council originally proposed the following draft objectives as follows:

Residents and Service Users

Objective 1: Provide quality services for children and young people with SEND (Special Educational Needs or a Disability).

Objective 2: Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic.

Objective 3: Work with partners to target health inequalities and well-being between those from different protected characteristic groups.

Workforce

Objective 4: Improve the collection of employees and applicant equalities data to ensure we are data-led in our actions to improve workforce inclusion and equality.

Objective 5: Recruit, retain and develop an inclusive workforce, where diversity is valued, and one that is more representative of our local communities.

Feedback from stakeholders

Scrutiny members (and general member feedback)

2.4 Scrutiny members reviewed the draft cabinet report in November 2023. The feedback was presented in a letter from the CISC Chair, which was a slightly unusual way of recommendations being presented and it is fair to say that asking scrutiny members to simply review a draft cabinet report was a possible lost opportunity for a more detailed discussion and debate on the Equality Act duties and the Council's approach to equalities.

2.5 Scrutiny members' recommendations were as follows:

a. That a plan is developed and implemented with the objective to increase, over time, the data collected relating to the protected characteristics (PCs) of all service users/customers and residents.

Services (for data collection) should be prioritised on agreed criteria that includes:

The potential for inequality to affect access;

The impact on the individual;

The cost of data collection; and

The ease of data collection.

This will provide assurance that our services do not carry unconscious bias to the detriment of any individuals or communities of place, interest or association (including PCs as a priority). This should be reflected as an equality objective in the strategy; and b. That future reports on PSED offer greater emphasis/detail about objectives and work planned/carried out in relation to residents and services.

2.6 The first recommendation was not taken forward as a specific equality objective in the consultation. However, the general sense from the debate at CISC is that members are concerned that objectives are not focused on residents in general and decisions are not informed by good quality data.

2.7 At its extraordinary meeting in March, CISC considered the commissioners' 4th report and made a recommendation "That an Independent Review (or Race Equality Commission) be commissioned immediately into Equality and Diversity issues in Slough Borough Council".

2.8 The original service related objectives will undoubtedly improve the lives of specific groups of residents, however they do not pick up on the general concerns or

recommendations raised by CISC. In addition the committee are keen to see an external review of the Council's approach to equalities.

Public Consultation

2.9 In November 2023, Cabinet approved a 6-week public consultation (13 December – 02 February) to gather feedback on the draft equality objectives. This was run via the online consultation platform, Citizen Space. The consultation was promoted by the council via social media, and was shared with and promoted by a number of local groups, including:

- Slough Council for Voluntary Service
- Slough Poverty Forum
- Slough Co-Production Network
- Slough Residents Board
- Thames Vally Police community networks
- Youth Parliament
- Slough Borough Council Staff (via Insite, Right Council News and Staff Networks)

2.10 40 responses were received, which is a relatively low number of responses and therefore the weight given to these responses needs to be proportionate. The responses are summarised below. Details of responses to all consultation questions can be found in Appendix A, but the main findings were:

There was strong support for Objectives 1, 2 and 3 which focused on service users and residents.

- 90% of respondents strongly agreed or agreed with objective 1: Provide quality services for children and young people with SEND.
- 80% of respondents strongly agreed or agreed with objective 2: Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic.
- 82.5% of respondents strongly agreed or agreed with objective 3: Work with partners to target health inequalities and wellbeing between those from different protected characteristic groups.

2.11 There were lower approval rates for Objectives 4 and 5, which focused on the SBC workforce:

- 65% of respondents strongly agreed or agreed with objective 4: Improve the collection of employee and applicant equalities data to ensure we are data-led in our actions to improve workforce inclusion and equality.
- 72.5% of respondents strongly agreed or agreed objective 5: Recruit, retain and develop an inclusive workforce, where diversity is valued, and one that is more representative of our local communities.

2.12 When asked to rank the objectives in order of priority, respondents placed the objectives in the following order of importance:

1. Provide quality services for children and young people with SEND.
2. Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic.

3. Work with partners to target health inequalities and wellbeing between those from different protected characteristic groups.
4. Recruit, retain and develop an inclusive workforce, where diversity is valued, and one that is more representative of our local communities.
5. Improve the collection of employee and applicant equalities data to ensure we are data-led in our actions to improve workforce inclusion and equality.

2.13 Additionally, a number of comments were received (for details see Appendix B). The most recurring theme around the council workforce related to concerns about recruitment and retention, specifically how perceived inequity in job-grading and pay equality generally, could negatively impact on this. It should be noted that 50% of respondents were currently employed by Slough Borough Council.

2.14 A wider range of comments related to service-users: reducing inequalities for women in the Slough community generally was mentioned several times, as were concerns around certain groups being disproportionately impacted by crime. Several comments were also made around White residents being disadvantaged.

Learning from elsewhere

2.15 In 2021, the LGA developed the Equality Framework for Local Government. This is intended to help councils:

- Deliver accessible, inclusive and responsive services to customers and residents in their communities including those from under-represented groups.
- Employ a workforce that reflects the diversity of the area they are serving.
- Provide equality of opportunity for all staff.
- Meet the requirements of the Public Sector Equality Duty and support any aspirations to exceed these.

2.16 This provides a framework for an LGA Equality peer challenge.

2.17 The framework covers four modules:

Understanding and working with your communities

- collecting and sharing information
- analysing and using data and information
- effective community engagement
- fostering good community relations
- participation in public life.

Leadership, partnership and organisational commitment

political and officer leadership

- priorities and working in partnership
- using equality impact assessment
- performance monitoring and scrutiny.

Responsive services and customer care

- commissioning and procuring services

- integration of equality objectives into planned service outcomes
- service design and delivery.

Diverse and engaged workforce

- workforce diversity and inclusion
- inclusive strategies and policies
- collecting, analysing and publishing workforce data
- learning, development and progression
- health and wellbeing.

2.18 For each module there are three levels: developing, achieving and excellent.

Somerset Council

2.20 As a relatively newly formed council, Somerset Council asked the LGA to complete a peer challenge in May 2023. The Council asked the peers to focus on three areas:

- The level of ownership there is throughout the organisation by officers and Members of equality, diversity and inclusion.
- An understanding of the commitment to equality, diversity and inclusion by officers and Members across the organisation.
- How effectively 'Due Regard' is embedded within all stages of the decision-making process to inform the direction we take.

2.21 To support the peer challenge, the Council completed a self-assessment that identified areas of good practice, areas for development and potential actions. Following the review, the Council produced a detailed two-year action plan.

Bristol City Council

2.22 The Deputy Leader has been in contact with Bristol City Council to learn from its approach to equalities. This Council had an independent review in 2018 and an LGA peer review in 2021. It publishes its policies, external reviews, action plans and updates demonstrating a commitment to transparency and continuous improvement.

Response to stakeholder feedback and proposed objectives

2.23 It is proposed to ask Cabinet to agree the following objectives on the basis these will be in place for up to 2 years:

Objective 1: Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic, including SEND.

2.24 This merges the previous objectives 1 and 2, as consultees rightly flagged that if outcomes were improved for children and young people more likely to be disadvantaged by the protected characteristic of disability, this will include children with SEND.

Objective 2: Work with partners, including housing providers, to target health inequalities and well-being between those from different protected characteristic groups.

2.25 This has been amended to make explicit reference to housing providers, which would include the Council's housing department, registered providers and private sector landlords. This reflects data showing that a higher proportion of residents in Slough live

in private rented accommodation compared to the general population or population in the South East and also responds to consultation feedback that there is a correlation between housing and health inequality.

Objective 3: Work with partners to improve community safety, in particular focusing on violence experienced by women and girls.

2.26 This picks up on feedback that the objectives do not focus on community safety and risks to females are not covered. It should be noted that reducing risk and threat of violence to women and girls would cover work with alleged perpetrators and impact those living in a household where they witness domestic abuse, thereby benefitting a wider group of residents.

Objective 4: The Council uses a robust and comprehensive set of employment data to inform its workforce strategy and management practice, as well as benchmarking and sharing good practice.

2.27 This has been updated to reflect the excellent category in the LGA Equality Framework. The Council already has systems in place to collect employee and applicant data and has already published both its gender pay gap and ethnicity pay gap in previous years. The Council now needs to encourage wider completion of monitoring data and analyse data in relation to training opportunities and appraisal ratings, as well as understanding the effects of its employment policy and practice on its workforce.

Objective 5: The Council actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflect the community it serves/local labour market.

2.28 This has been amended to reflect LGA Equality Framework excellent category. The new objective captures commissioned services and the LGA criteria reflects that if there are differences, there is a reasonable explanation for gaps. It expects good use to be made of flexible working arrangements and targeted career pathway initiatives to address potential barriers and under representation.

Objective 6: Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.

2.29 This is a proposed additional objective and reflects the LGA Equality Framework achieving category for political and officer leadership. The objective would require a demonstrable commitment to equality in decision making, evidence that equality considerations inform decision making, an understanding of the value and impact good communications can have and ensuring that publications, websites and other communications channels are as diverse as possible. There should be a positive narrative around equality and good relations across the whole community, demonstrable influence in wider communities and partnerships, on a range of cohesion issues such as countering far right extremism. Consideration is given to adopting policies of the socio-economic duty when taking decisions and there should be examples of the Council and partners taking unpopular decisions, evidencing how it has involved the community in reaching the decision. The organisation should demonstrate the cultural competence and confidence to have difficult conversations around equality, diversity and inclusion issues and take steps to counter negative stereotypes or dispel myths.

2.30 To pick up on the feedback that some residents within a White ethnic group are disadvantaged, it is recommended that the Council refrain from using the term BAME (Black, Asian and Minority Ethnic) or BME (Black and Minority Ethnic). The Government has ceased using these terms following a review by the Commission on Race and Ethnic Disparities found that the aggregate term is no longer helpful and advocating a focus on understanding disparities and outcomes for specific ethnic groups. This is particularly relevant given the super diversity in Slough.

Next Steps

2.31 It is proposed that delegated authority is sought for officers to work on an action plan and set of measures for each objective, with an annual report brought back to Cabinet on Objectives 1-3 and regularly reporting brought to the Employment Committee on Objectives 4 and 5. These latter objectives will be the focus of the new Director of HR. Delegated authority will allow measures to be changed over time to respond to data and analysis.

2.32 It is also proposed that the Council should ask LGA to conduct an Equality Framework review with a view to the results of this informing updated equality objectives. This picks up on the recommendation from CISC to conduct an external review in relation to race inequality, but will allow a wider review of the Council's approach to equality and addressing disadvantage and inequality. The Council's Diversity and Inclusion lead will identify the key areas of focus for this review.

3 Implications of the Recommendation

Financial implications

3.1 Any actions arising from the recommendations will need to be funded from within approved budgets. This may include allocating resources for initiatives aimed at achieving the equality objectives, such as training programmes, data collection and analysis systems, recruitment drives, and measures to improve workforce inclusion and diversity. It is essential for the council to ensure that adequate financial resources are allocated to support the implementation of these objectives effectively, thereby demonstrating the council's commitment to promoting equality and fulfilling its obligations under the Equality Act 2010.

3.2 The Council has identified public health grant which could be utilised for this, subject to the review being commissioned before the end of September 2023. As health inequality is a key focus, the review strongly aligns with this priority.

Legal implications

3.3 Section 149 of the Equality Act 2010 imposes additional duties on relevant public authorities, known as the Public Sector Equality Duty. This duty applies to the relevant protected characteristics' – age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex, and sexual orientation and marriage, and civil partnership. There is both a general and specific duty.

The general duty requires all listed authorities, when exercising public functions, to have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Equality Act 2010.

- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

3.4 The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 require public authorities to:

- a) Publish gender pay gap information on their employees.
- b) Publish information to demonstrate their compliance with the general equality duty ('equality information').
- c) Prepare and publish of one or more equality objectives which it thinks it should achieve to do any of the things mentioned in the general equality duty ('equality objectives').

The Council reports its gender pay gap to the Employment Committee and has also recently started reporting a wider range of workforce data. The Council also includes details of the equality implications of any recommended decision to be decided at a member level.

Risk management implications

3.5 Failure to comply with the Equality Act duties increases the risk of legal challenges to decision-making.

Environmental Implications

3.6 There are no direct environmental implications as a result of the recommendations contained in this report.

Equality implications

3.7 The Equality Act 2010 contains various provisions to promote equality and eliminate discrimination. This includes, but is not limited to, the public sector equality duty, the duty to have up to date equality objectives and to publish equality information, details of which are contained in the legal implications section above. An updated equality impact assessment is included as Appendix B.

3.8 In summary, the objectives are intended to have positive impacts on all groups. Objective 1 focuses on children and young people. Both SEND and disadvantaged children have some groups with protected characteristics over-represented in them and by focusing on these groups it is intended to support better equalities outcomes for these groups. Objectives 2 and 3 focus on health and community safety inequalities, responding to feedback. For employees and job applicants, the workforce objectives (4 & 5) will have a particularly positive impact on those groups currently under-represented in the council's workforce, including some ethnic minority groups, and those with disabilities. It will also allow the Council to hold its contractors and commissioned service providers to account for compliance with the Equality Act duties in terms of workforce. Objective 6 requires a commitment from political and officer leadership to understanding local communities and ensuring a positive approach to compliance with equality duties.

Procurement implications

3.9 There are no direct procurement implications as a result of the recommendations contained in this report.

Workforce implications

3.10 The council is committed to being an inclusive employer where diversity is valued. There are two equality objectives that relate specifically to the workforce.

Property implications

3.11 There are no direct property implications as a result of the recommendations contained in this report.

4 Background Papers

None.

Appendix A – Equalities Objectives Consultation Summary

1. Overview

A consultation on the proposed equality objectives was conducted on the Citizen Space platform. The consultation was open from Wednesday 13 December 2023 to Friday 2 February 2024 (this was slightly extended from the usual 6 weeks to account for Christmas break - 7 weeks and 3 days). There were 40 responses.

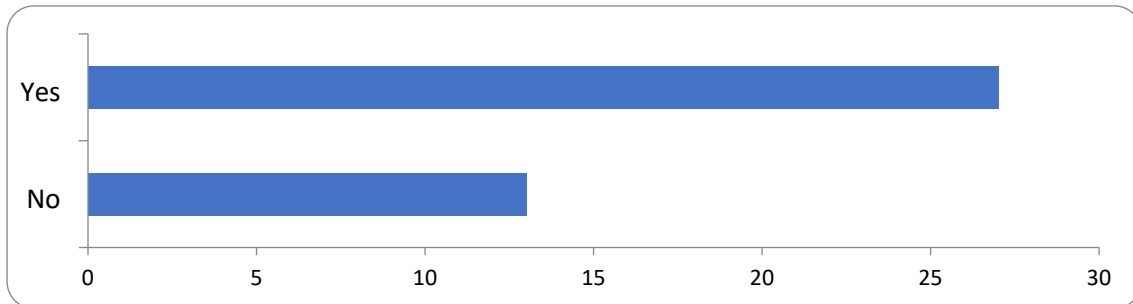
2. Summary of Responses

Question 1 asked for the respondent’s name and was removed from the data before analysis to keep responses anonymous.

2: Do you live in Slough?

This question was required and had 40 responses.

67.5% (27 respondents) lived in Slough and 13 did not.

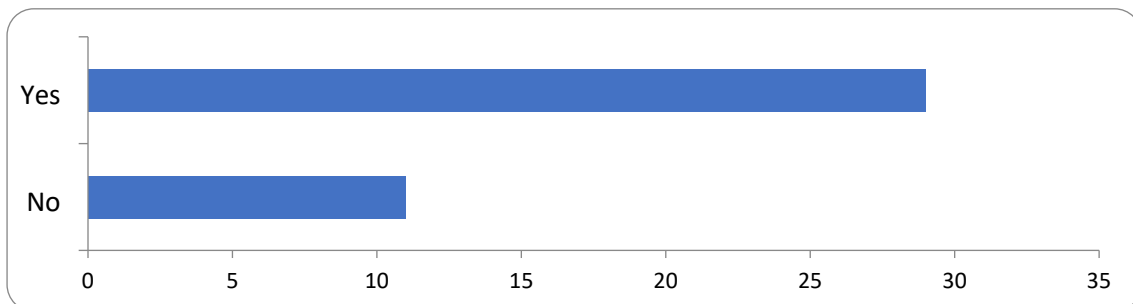


Option	Total	Percent
Yes	27	67.50%
No	13	32.50%

3: Do you regularly work in Slough (at least once a week)?

This question was required and had 40 responses.

72.5% (29 respondents) regularly worked in Slough and 11 did not.

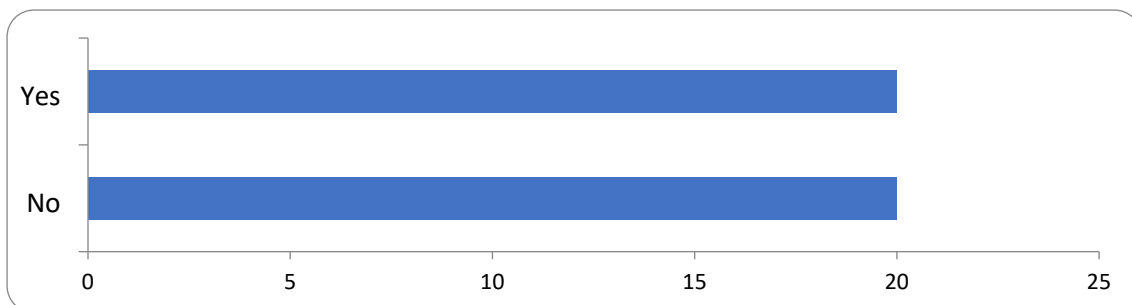


Option	Total	Percent
Yes	29	72.50%
No	11	27.50%

4: Are you a current employee of Slough Borough Council?

This question was required and had 40 responses.

50% (20 respondents) were current employees of Slough Borough Council and 50% were not.



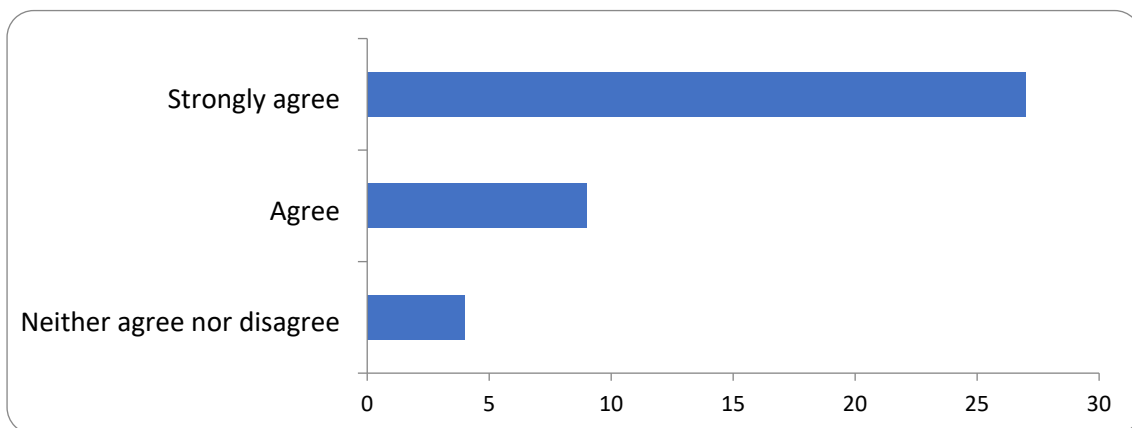
Option	Total	Percent
Yes	20	50.00%
No	20	50.00%

5: Do you agree that each of the following should be an equality objective?

This question was required and had 40 responses for each of the objectives.

Provide quality services for children and young people with SEND (special educational needs and disabilities).

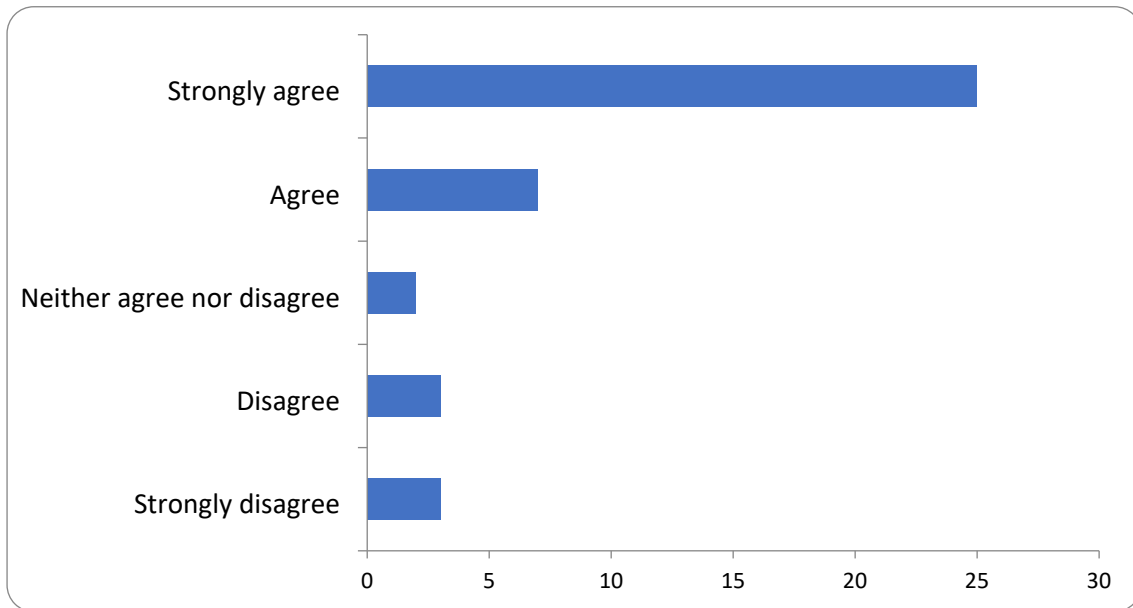
90% (36 respondents) strongly agreed or agreed with this objective.



Option	Total	Percent
Strongly agree	27	67.50%
Agree	9	22.50%
Neither agree nor disagree	4	10.00%
Disagree	0	0.00%
Strongly disagree	0	0.00%

Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic.

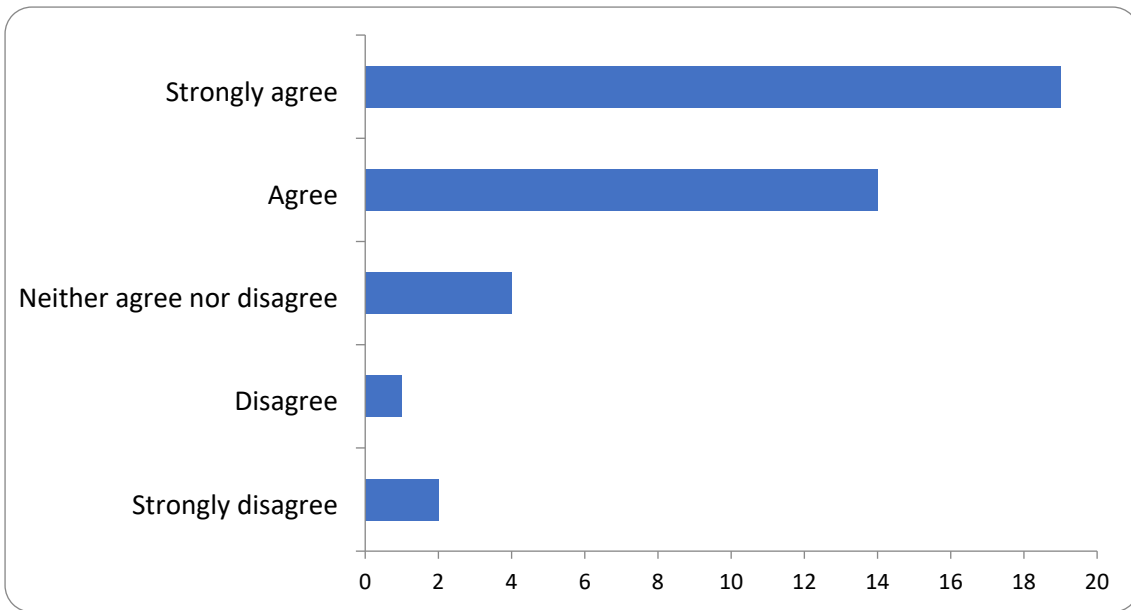
80% (32 respondents) strongly agreed or agreed with this objective.



Option	Total	Percent
Strongly agree	25	62.50%
Agree	7	17.50%
Neither agree nor disagree	2	5.00%
Disagree	3	7.50%
Strongly disagree	3	7.50%

Work with partners to target health inequalities and well-being between those from different protected characteristic groups.

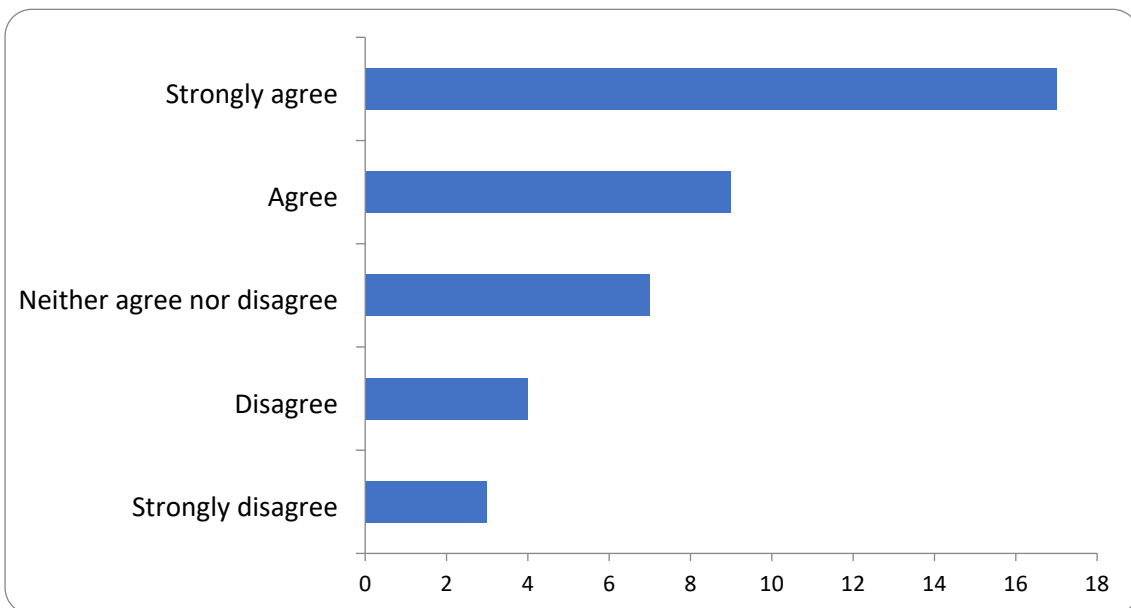
82.5% (33 respondents) strongly agreed or agreed with this objective.



Option	Total	Percent
Strongly agree	19	47.50%
Agree	14	35.00%
Neither agree nor disagree	4	10.00%
Disagree	1	2.50%
Strongly disagree	2	5.00%

Improve the collection of employees and applicant equalities data to ensure we are data-led in our actions to improve workforce inclusion and equality.

65% (26 respondents) strongly agreed or agreed with this objective.

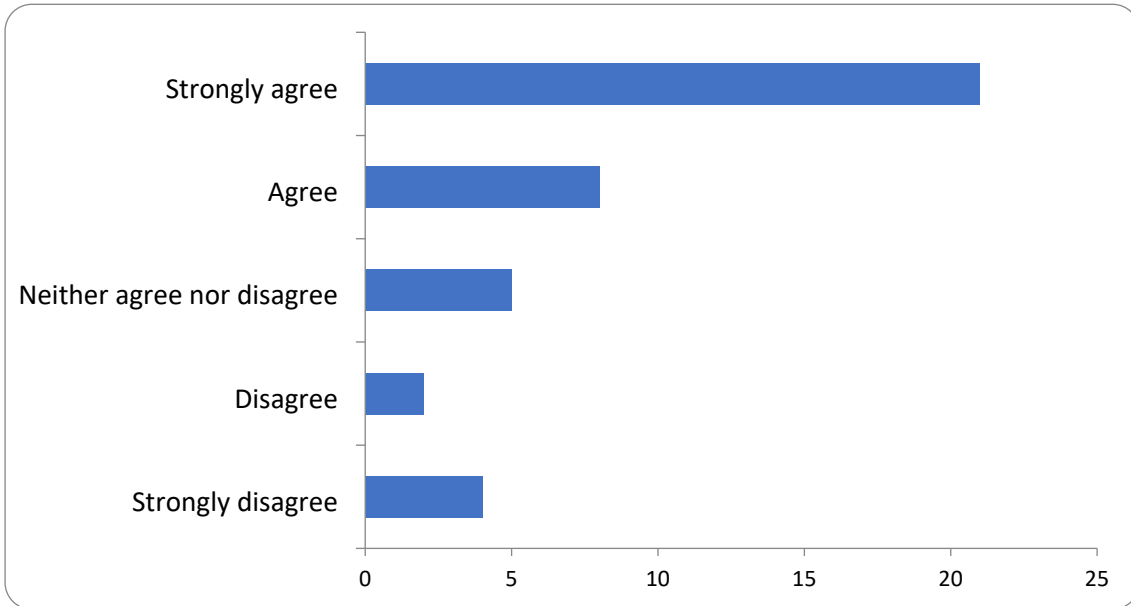


Option	Total	Percent
Strongly agree	17	42.50%
Agree	9	22.50%

Neither agree nor disagree	7	17.50%
Disagree	4	10.00%
Strongly disagree	3	7.50%

Recruit, retain and develop an inclusive workforce, where diversity is valued, and one that is more representative of our local communities.

72.5% (29 respondents) strongly agreed or agreed with this objective.



Option	Total	Percent
Strongly agree	21	52.50%
Agree	8	20.00%
Neither agree nor disagree	5	12.50%
Disagree	2	5.00%
Strongly disagree	4	10.00%

6: Please rank the objectives in order of priority, with 1 being the highest priority.

This question was required and had 40 responses for each objective.

Respondents ranked the proposed objectives from highest to lowest priority, resulting in the following overall priority:

1. Provide quality services for children and young people with SEND (special educational needs and disabilities).
2. Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic.
3. Work with partners to target health inequalities and well-being between those from different protected characteristic groups.

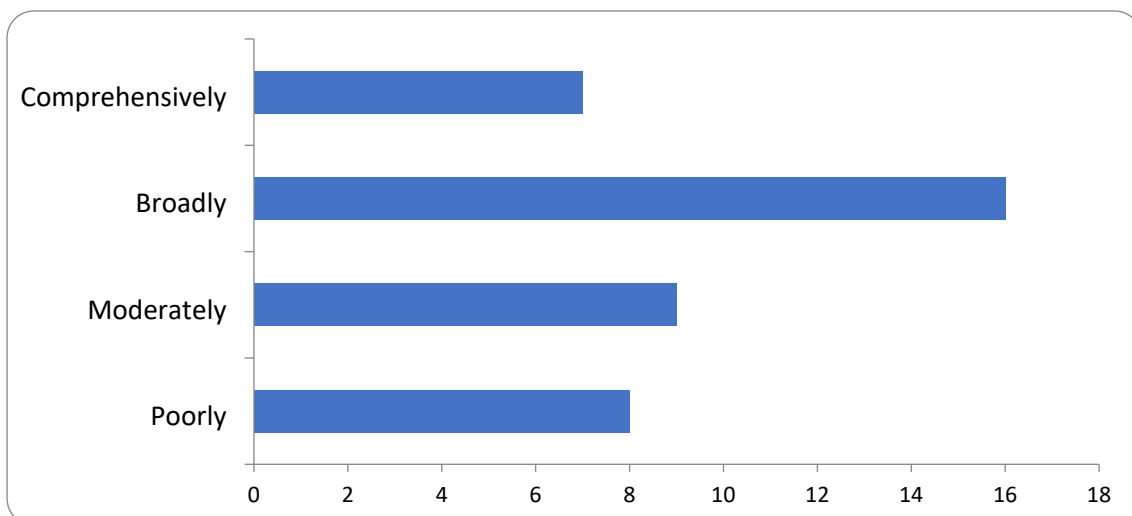
4. Recruit, retain and develop an inclusive workforce, where diversity is valued, and one that is more representative of our local communities.
5. Improve the collection of employees and applicant equalities data to ensure we are data-led in our actions to improve workforce inclusion and equality.

Priority	Objective	Percentage and number of people who ranked it as this priority
1	Provide quality services for children and young people with SEND (special educational needs and disabilities).	55% (22 respondents) ranked this as the highest priority.
2	Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic.	40% (16 respondents) ranked this as the second highest priority.
3	Work with partners to target health inequalities and well-being between those from different protected characteristic groups.	37.5% (15 respondents) ranked this as the third priority.
4	Recruit, retain and develop an inclusive workforce, where diversity is valued, and one that is more representative of our local communities.	27.5% (11 respondents) ranked this as the second lowest priority.
5	Improve the collection of employees and applicant equalities data to ensure we are data-led in our actions to improve workforce inclusion and equality.	47.5% (19 respondents) ranked this as the lowest priority.

7: How well do these equality objectives address priority equality issues in Slough?

This question was required and had 40 responses.

40% (16 respondents) answered “broadly”.



Option	Total	Percent
Comprehensively	7	17.50%
Broadly	16	40.00%
Moderately	9	22.50%
Poorly	8	20.00%

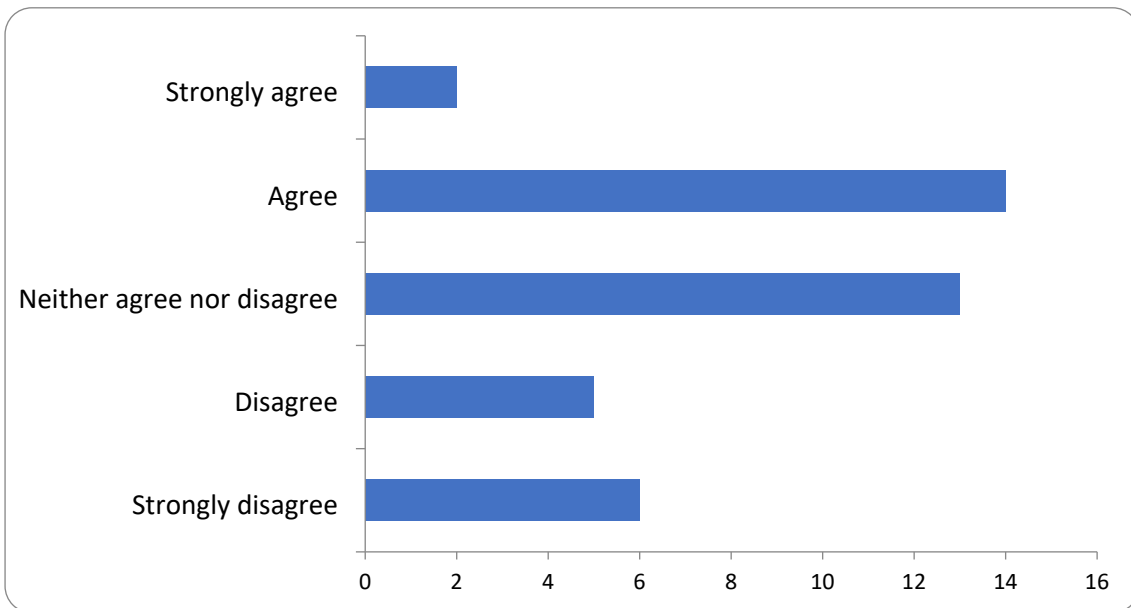
8: Is there anything missing from these equality objectives?

This question was optional and had 22 responses. Comments have been grouped into themes in section 3.

9: Do you agree that we have identified appropriate measures to show progress with each of these objectives?

This question was required and had 40 responses.

40% (16 respondents) strongly agreed or agreed, 32.5% (13 respondents) neither agreed nor disagreed, and 27.5% (11 respondents) disagreed or strongly disagreed.



Option	Total	Percent
Strongly agree	2	5.00%
Agree	14	35.00%
Neither agree nor disagree	13	32.50%
Disagree	5	12.50%
Strongly disagree	6	15.00%

There was also an optional box for respondents to enter any comments on this question and received 10 responses. Comments have been grouped into themes in section 3.

10: Please add any further comments you feel we should consider in relation to these proposed equality objectives.

This question was optional and had 10 responses. Comments have been grouped into themes in section 3.

3. Summary of Comments

26 respondents left a comment on at least one of the three optional questions that asked for comments. These comments have been organised into the themes below.

Themes and Sub-themes	Quotes
<p>Slough Borough Council – 10</p> <ul style="list-style-type: none"> • Concerns over recruitment and retention – 6 • Job grading/pay inequality – 3 • Culture change – 1 • Improve equality at high levels of the Council – 1 • Inefficient services (e.g., ASC, welfare, healthcare) – 1 • Recruit Slough residents - 1 • Shortage of staff – 1 	<ul style="list-style-type: none"> • “Inequality in terms of grading when compared to similar roles within the council needs to be addressed and rectified. You will not be able to recruit and retain staff if this continues.” • “Objectives around inclusion, equality needs to be reflected more at higher levels than IS AT present. The culture of the organisation need to change and more importantly improve so that experienced skilled staff remain thus reducing the cost of recruitment.”
<p>Potentially missing groups/areas of inequality/disadvantage - 16</p> <ul style="list-style-type: none"> • Crime – 4 <ul style="list-style-type: none"> ○ Crime rate/safety – 2 ○ Drugs – 2 ○ Anti-social behaviour - 1 ○ Black market – 1 ○ Knife crime – 1 • Gender inequality – 3 • White residents left out – 3 • Education – 2 • Housing – 2 • Income/cost of living/cost of services (e.g., childcare) – 2 • Older people with disabilities – 2 • Healthy/unhealthy food - 1 • Mental health – 1 • Muslim children – 1 • Services and activities for children aged 11-18 and young adults – 1 	<ul style="list-style-type: none"> • “What is missing is mention of Community Safety. The poor and weak suffer disproportionately in opportunity due to local crime and anti-social behaviour. It devastates communities and robs people of hope.” • “The equality between male and female is missing from these objectives. In too many communities in Slough, females are not treated equally with males. I have seen signs on buildings welcoming males to use the front door and women to use the back door. That is not equality and needs to be addressed.” • “Working Families who have an income but struggling with the living costs. They get no support and have to pay for any extra's needed. Working extra hours may then increase childcare costs.”

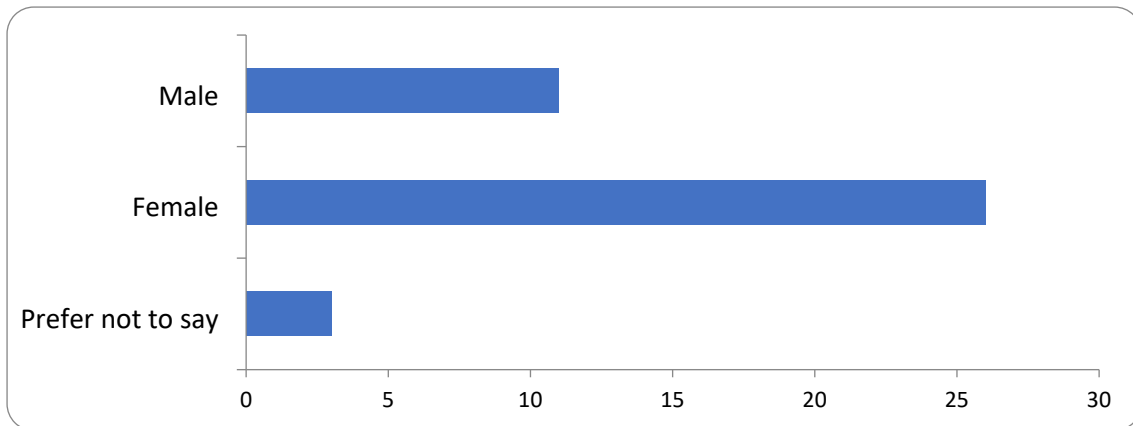
<ul style="list-style-type: none"> • Equal pay/gender and ethnicity pay gaps - 1 	<ul style="list-style-type: none"> • “there are more inequality issues than health, such as housing, pay, education that impact people's every day quality of life.” • “You talk of obesity but many shopping areas are awash with fast food outlets. Housing in Slough is often of HMOs where cooking a food storage is minimal. It's difficult to think of one's health when there are more pressing matters at hand.”
<p>The proposed objectives – 5</p> <ul style="list-style-type: none"> • More needs to be done in practice – 3 • Agree with emphasis on children/SEND – 2 • Could combine objectives 1 and 2 about children into one objective – 1 • Objective 2 could be broadened to include people of all ages – 1 • Objective 5 could be an action within a broader objective - 1 	<ul style="list-style-type: none"> • “The needs of children with SEND is most important in my eyes, but if ‘Improve outcomes for children and young people who are more likely to be disadvantaged based on their protected characteristic.’ is delivered , then the children with SEND should get the resources they need. So those two points are included in the one.”
<p>Other</p> <ul style="list-style-type: none"> • Did not agree with having any equality objectives – 2 (1 consultation respondent, 1 email comment) • Divided community - 1 • Immigration – 1 • Traffic – 1 	

4. Demographic Breakdown of Respondents

All the demographic questions were optional. Respondents who wished not to answer a question could either select “prefer not to say” or skip the question; these have been combined into “Prefer not to say or not answered” in the analysis below.

11: What is your sex (as registered at birth)?

65% (26 respondents) were female.

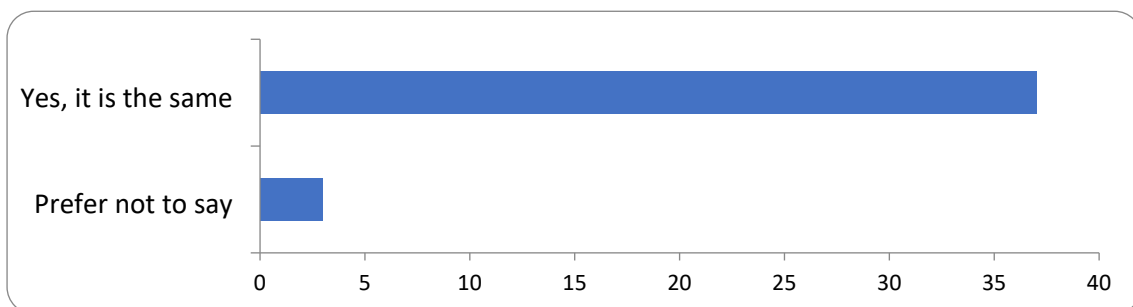


Option	Total	Percent
Male	11	27.50%
Female	26	65.00%
Prefer not to say or not answered	3	7.50%

12: Is the gender you identify with the same as your sex registered at birth?

Gender identity refers to a person’s sense of their own gender, whether male, female or another category such as non-binary. This may or may not be the same as their sex registered at birth.

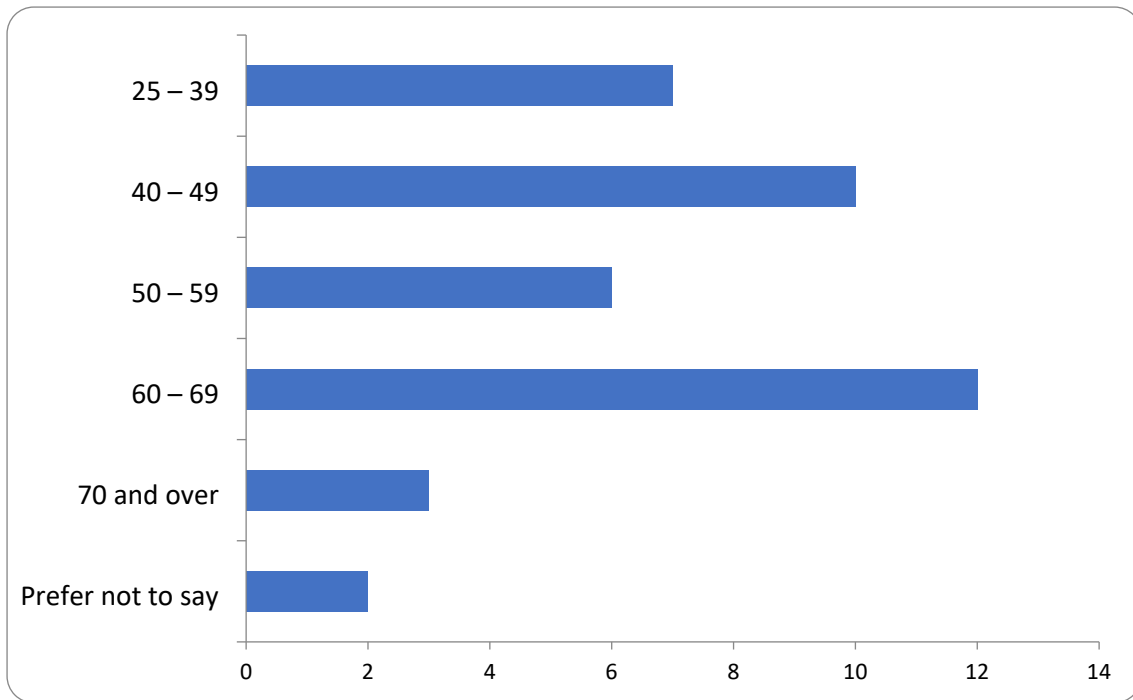
92.5% (37 respondents) answered that their gender identity was the same as their sex registered at birth.



Option	Total	Percent
Yes, it is the same	37	92.50%
No, it is different (please specify your gender identity)	0	0.00%
Prefer not to say or not answered	3	7.50%

13: What is your age?

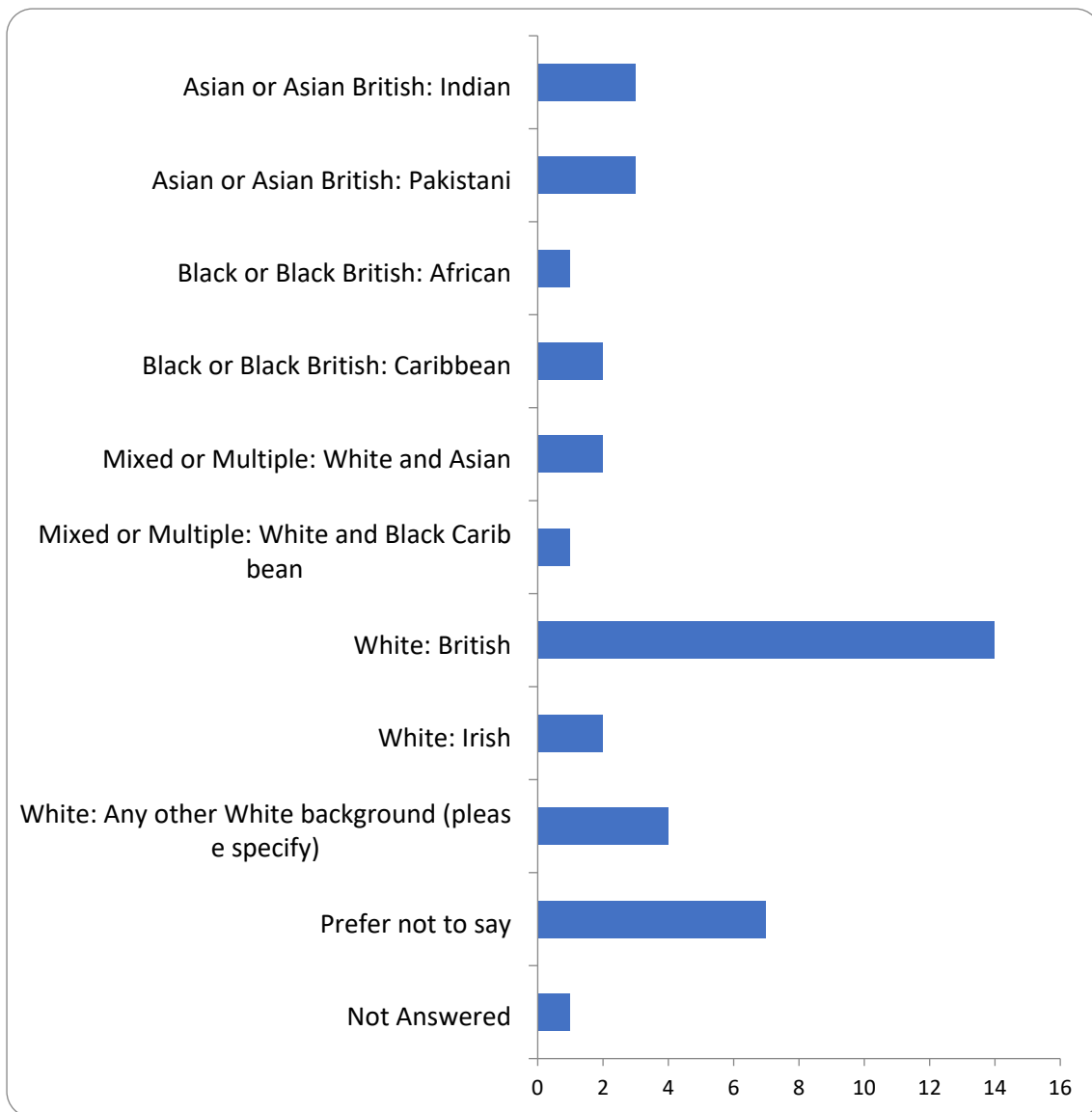
30% (12 respondents) were aged 60-69. 25% (10 respondents) were aged 40-49. There were no responses from anyone aged 24 and under.



Option	Total	Percent
0 – 15	0	0.00%
16 – 24	0	0.00%
25 – 39	7	17.50%
40 – 49	10	25.00%
50 – 59	6	15.00%
60 – 69	12	30.00%
70 and over	3	7.50%
Prefer not to say or not answered	2	5.00%

14: What is your ethnic group?

50% (20 respondents) were from White ethnic groups, 15% (6 respondents) were Asian ethnic groups, 7.5% (3 respondents) were from Black ethnic groups, and 7.5% (3 respondents) were from Mixed or Multiple ethnic groups.



Option	Total	Percent
Asian or Asian British: Bangladeshi	0	0.00%
Asian or Asian British: Chinese	0	0.00%
Asian or Asian British: Indian	3	7.50%
Asian or Asian British: Pakistani	3	7.50%
Asian or Asian British: Sikh	0	0.00%
Asian or Asian British: Any other Asian background (please specify)	0	0.00%
Black or Black British: African	1	2.50%
Black or Black British: Caribbean	2	5.00%
Black or Black British: Any other Black background (please specify)	0	0.00%
Mixed or Multiple: White and Asian	2	5.00%
Mixed or Multiple: White and Black African	0	0.00%
Mixed or Multiple: White and Black Caribbean	1	2.50%
Mixed or Multiple: Any other Mixed or Multiple background (please specify)	0	0.00%

Other ethnic group (please specify)	0	0.00%
White: British	14	35.00%
White: Irish	2	5.00%
White: Any other White background (please specify)	4	10.00%
Prefer not to say or not answered	8	20.00%

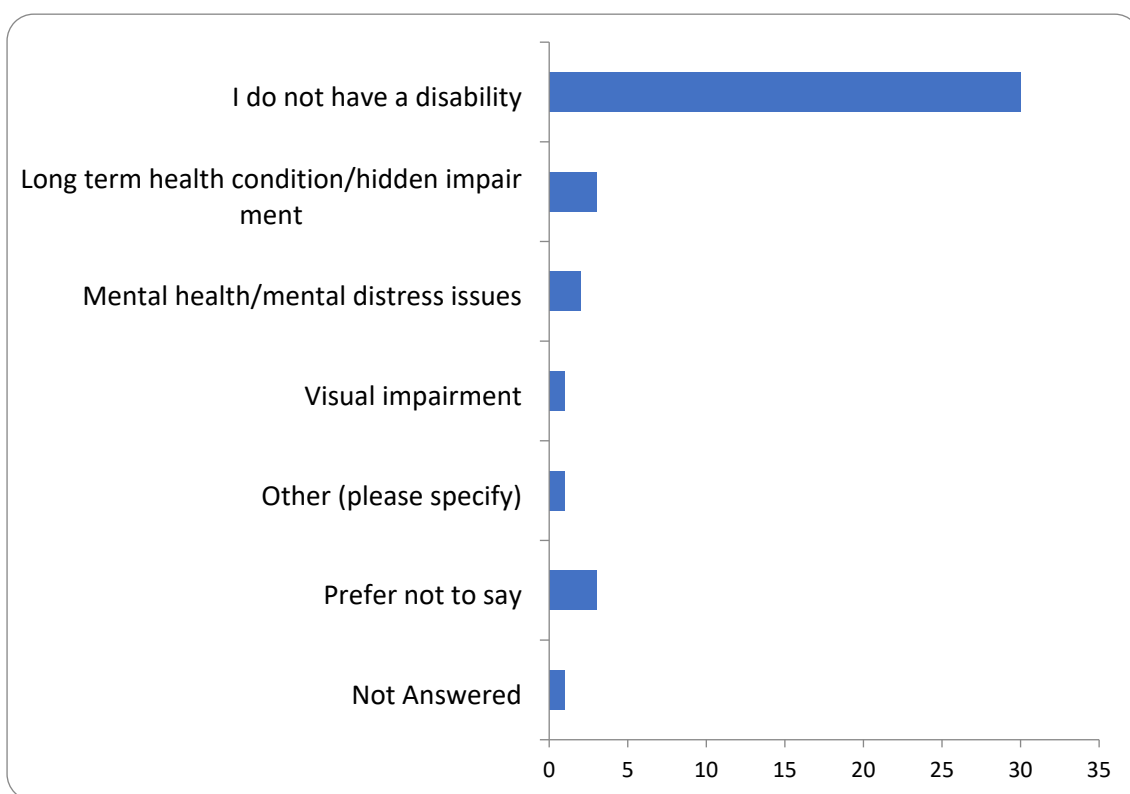
Four respondents selected “White: Any other White background” and specified:

- 2 White English
- 1 Spanish
- 1 Hungarian

15: Do you have a disability? If yes, please tell us which of the following groups apply to you.

Under the Equality Act 2010, a person is considered to have a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

75% (30 respondents) did not have a disability. 17.5 (7 respondents) had a disability.



Option	Total	Percent
I do not have a disability	30	75.00%
Deaf/BSL User	0	0.00%
Hearing impairment	0	0.00%
Learning difficulties	0	0.00%

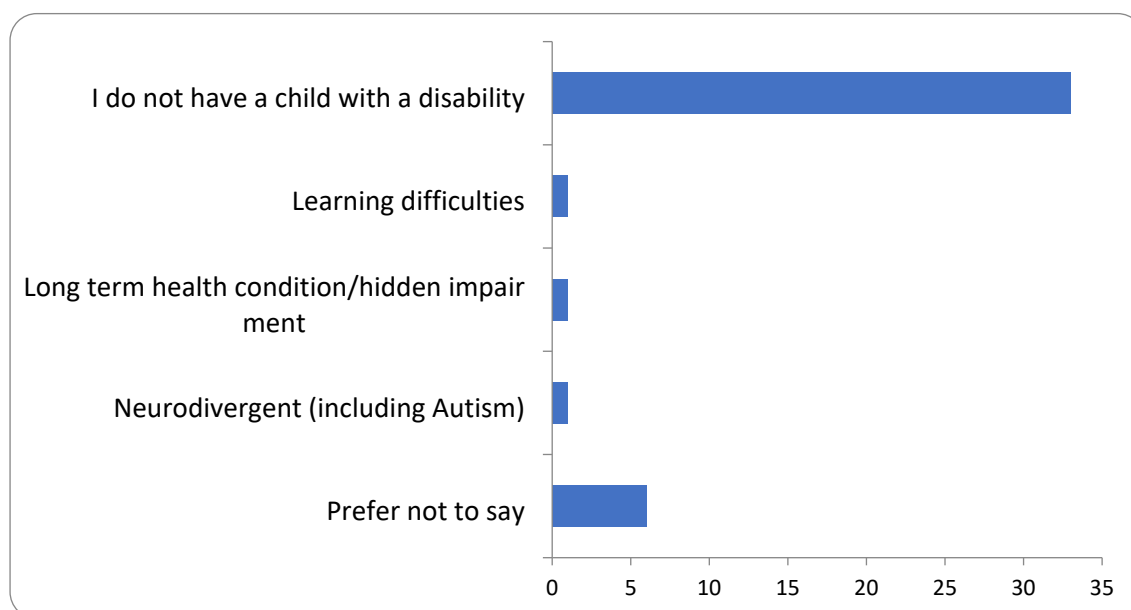
Long term health condition/hidden impairment	3	7.50%
Mental health/mental distress issues	2	5.00%
Neurodivergent (including Autism)	0	0.00%
Physical impairment	0	0.00%
Visual impairment	1	2.50%
Other (please specify)	1	2.50%
Prefer not to say or not answered	4	10.00%

One respondent selected “other” and specified that they “have a recent condition which may end up meeting the above criteria”.

16: Do you have a child (aged under 18) with a disability? If yes, please tell us which of the following groups apply to your child.

Under the Equality Act 2010, a person is considered to have a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

82.5% (33 respondents) did not have child with a disability. 7.5% (3 respondents) had a child with a disability.

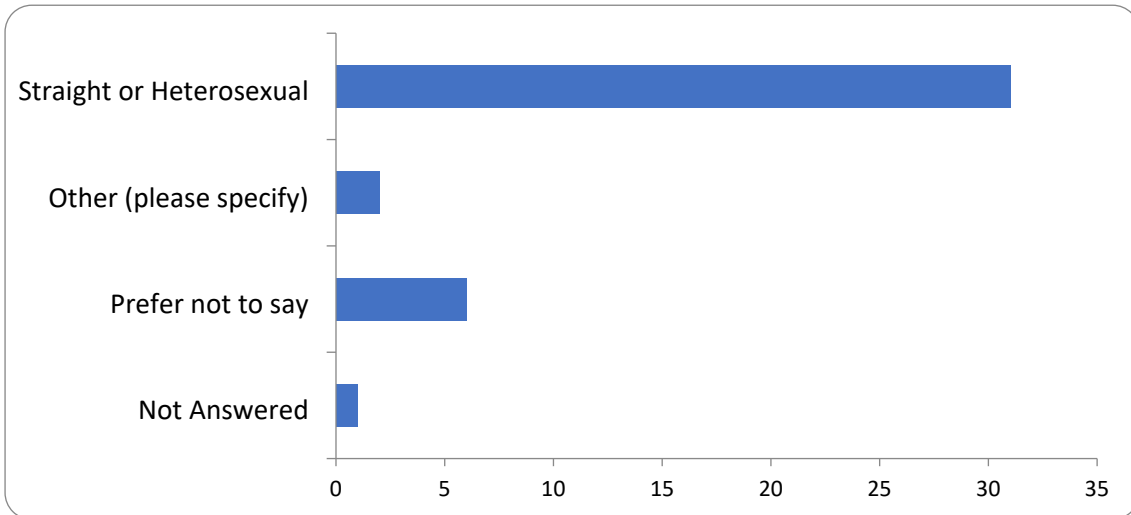


Option	Total	Percent
I do not have a child with a disability	33	82.50%
Deaf/BSL User	0	0.00%
Hearing impairment	0	0.00%
Learning difficulties	1	2.50%
Long term health condition/hidden impairment	1	2.50%
Mental health/mental distress issues	0	0.00%
Neurodivergent (including Autism)	1	2.50%
Physical impairment	0	0.00%
Visual impairment	0	0.00%

Other (please specify)	0	0.00%
Prefer not to say or not answered	6	15.00%

17: How would you describe your sexual orientation?

77.5% (31 respondents) identified as Straight or Heterosexual.

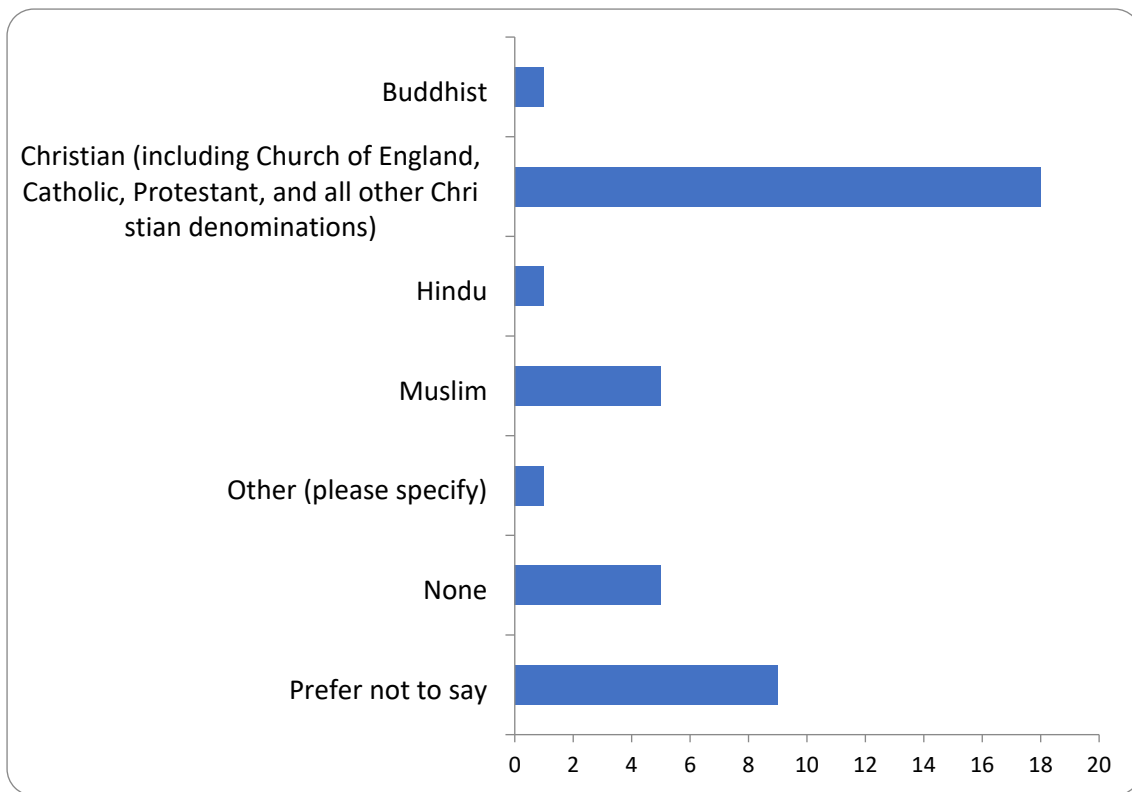


Option	Total	Percent
Bisexual	0	0.00%
Gay or Lesbian	0	0.00%
Straight or Heterosexual	31	77.50%
Other (please specify)	2	5.00%
Prefer not to say or not answered	7	17.50%

2 respondents selected “other” but did not specify a sexual orientation.

18: What is your religion, faith, or belief?

45% (18 respondents) were Christian, 12.5% (5 respondents) were Muslim, and 12.5% (5 respondents) had no religion.

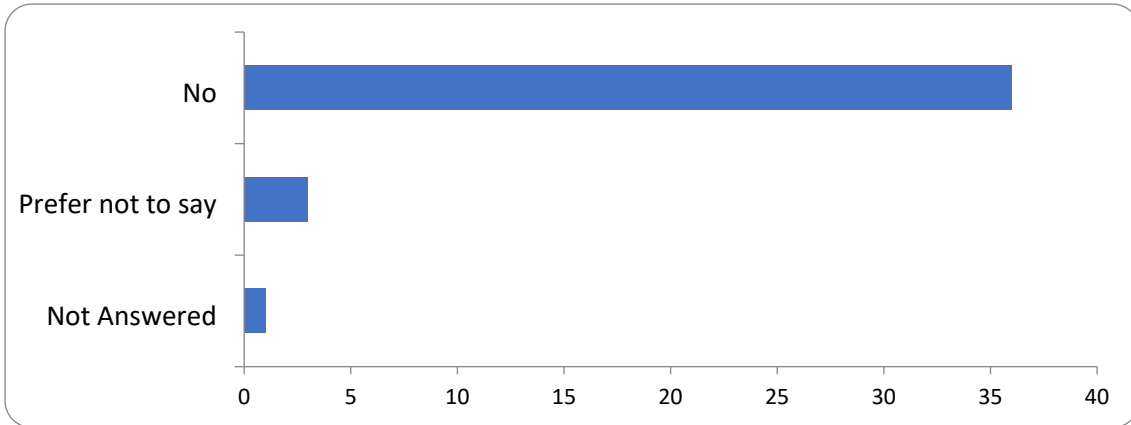


Option	Total	Percent
Buddhist	1	2.50%
Christian (including Church of England, Catholic, Protestant, and all other Christian denominations)	18	45.00%
Hindu	1	2.50%
Jewish	0	0.00%
Muslim	5	12.50%
Sikh	0	0.00%
Other (please specify)	1	2.50%
None	5	12.50%
Prefer not to say or not answered	9	22.50%

One respondent selected “other” and specified “I have a belief but it is not constrained by any of the above”.

19: Are you pregnant?

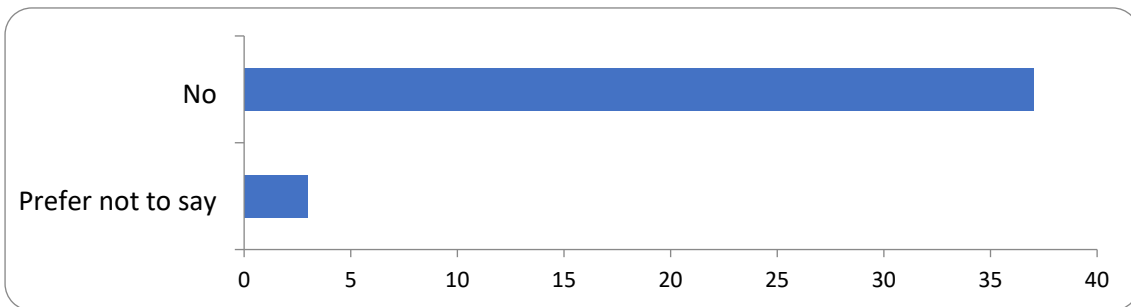
No respondent answered that they were pregnant.



Option	Total	Percent
Yes	0	0.00%
No	36	90.00%
Prefer not to say or not answered	4	10.00%

20: Have you had a baby in the last 12 months?

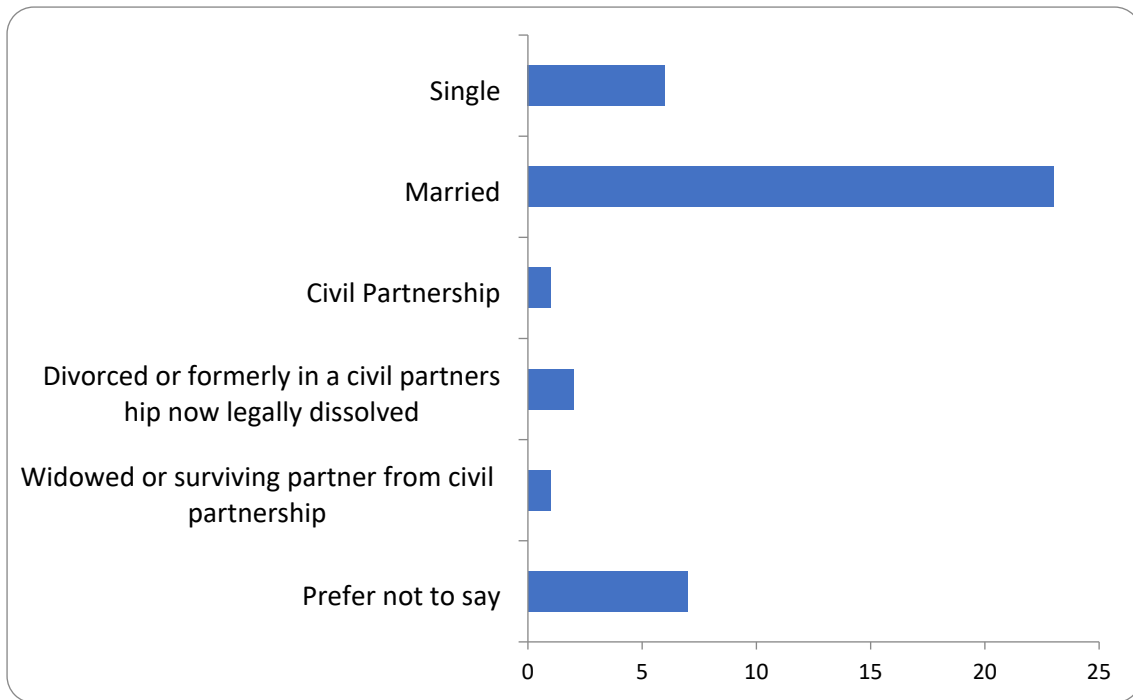
No respondent answered that they had a baby in the last 12 months.



Option	Total	Percent
Yes	0	0.00%
No	37	92.50%
Prefer not to say or not answered	3	7.50%

21: What is your legal marital or registered civil partnership status?

57.5% (23 respondents) were married and 15% (6 respondents) were single.

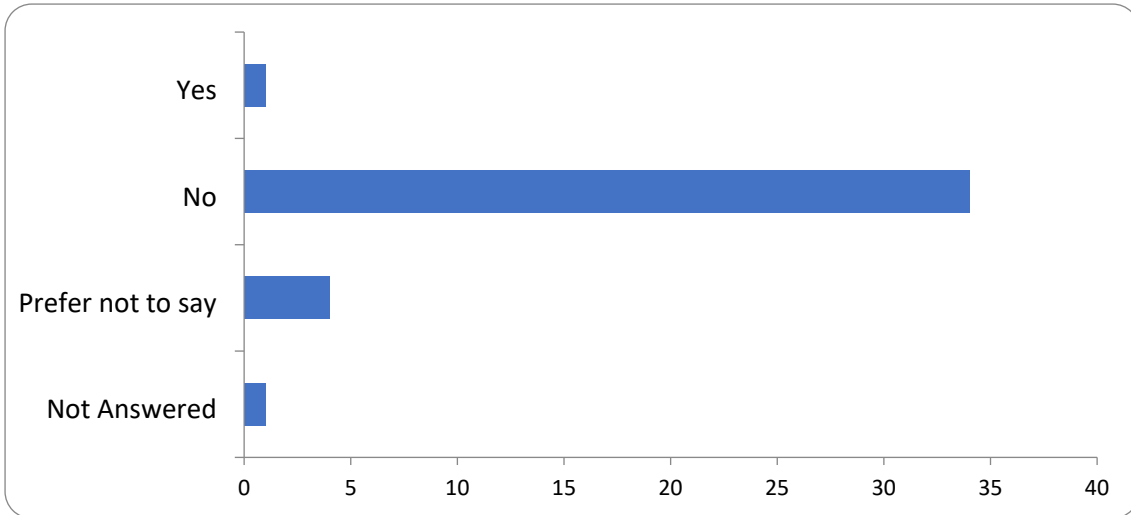


Option	Total	Percent
Single	6	15.00%
Married	23	57.50%
Civil Partnership	1	2.50%
Separated, but still married or in a civil partnership	0	0.00%
Divorced or formerly in a civil partnership now legally dissolved	2	5.00%
Widowed or surviving partner from civil partnership	1	2.50%
Prefer not to say or not answered	7	17.50%

22: Are you a member of the Armed Forces Community?

The Armed Forces community includes regular personnel, reservists, veterans, adult cadet force volunteers and families of regular personnel, reservists and veterans.

One respondent answered that they were a member of the Armed Forces Community.

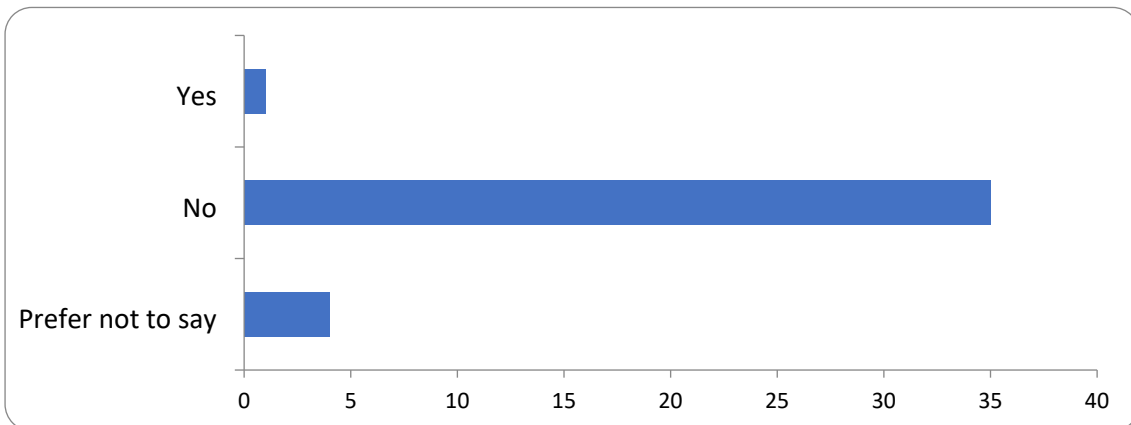


Option	Total	Percent
Yes	1	2.50%
No	34	85.00%
Prefer not to say or not answered	5	12.50%

23: Are you currently or have you previously been a child or young person (18-25) in care?

For example, in foster care.

One respondent answered that they were currently or had previously been a child or young person in care.



Option	Total	Percent
Yes	1	2.50%
No	35	87.50%
Prefer not to say or not answered	4	10.00%

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Equality Impact Assessment

Directorate: Strategy & Improvement	
Service: HR and Strategy and Policy	
Name of Officer/s completing assessment: Christine Ford, Diversity and Inclusion Lead	
Date of Assessment: 20/09/23, updated 14/02/24	
Name of service/function or policy being assessed: Statutory Equality Objectives 2024-2028	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The Corporate Equality Objectives are a statutory requirement under the Public Sector Equality Duty (PSED), Equality Act 2010. It is a requirement to have a least one objective, for a period of no longer than 4 years. The aim is to set a focus for the council to improve equality locally, within both its workforce and service delivery. The context for the objectives are linked directly from the Corporate Plan, which outlines the vision for the council and what we hope to deliver in the borough, above and beyond the day to day “business as usual”. The plan includes up to date data, including information from the 2021 Census.</p> <p>The proposed Equality Objectives 2024-2028 are set out in the Cabinet report and include objectives around workforce, children and young people and health inequalities:</p> <p>By setting these objectives the council maintains compliance with the PSED and aims to focus activities on reducing inequalities and improving inclusion.</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>The equality objectives for services are delivered by all directorates and all services under the leadership of the Corporate Leadership Team and Cabinet. There is a specific focus on those services working with children and young people, those with disabilities and SEN, and improving health inequalities. In response to consultation it is proposed to add in an objective around community safety and political and officer leadership.</p> <p>The primary delivery of the work-force objectives lies with Human Resources, Corporate Leadership Team and the Employment Committee</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>All employees of the council will be impacted Prospective employees (job applicants). Residents of Slough and service users</p> <p>In the original draft objectives there was a primary focus on improving outcomes children and young people. Slough has a strikingly young population, with ¼ of the population under the age of 15 (see demographic charts below). 22% of Slough's under 16's lived in relative low –income families in 2020/21 (JSNA Feb 2023) and this number is increasing. However, this is intersectional and children and young people will comprise many of the other equality groups.</p> <p>Reducing health inequalities will impact on all residents who will potentially comprise all equality groups, but particularly those with disabilities and those whose life experiences impacts on their health. In response to consultation, specific reference has been made to the housing impact on health inequalities. Monitoring data should be secured to ensure that data is captured on which protected characteristics are more likely to have health inequality.</p>
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4.	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.		
	Characteristic	Positive , Negative, Neutral or Unknown Impact	Rationale for Assessment
	Age	Positive.	For employment objectives : positive impact on working age applicants and current employees and on employees or future employees currently under-represented in the workforce. For service objectives : positive for children and young people who are vulnerable or have a disability, positive for all age groups, but particularly older residents who are more likely to suffer from poor health
	Disability	Positive	For employment objectives , positive impact on applicants with a disability and employees with a disability. A significantly lower portion of the economically active cohort of Slough has a disability and there remain significant barriers for disabled people to access employment. The objective commits to improving inclusion for disabled employees and having a diverse and representative workforce. For service objectives –positive impact on children and young people with SEND, disabled people often suffer significantly from multiple health inequalities. For example, the King's Fund has found that during the first year of the Covid-19 pandemic in England, 60 per cent of those who died from Covid-19 were disabled. People with learning disabilities were eight times more likely to die of Covid-19 than the general population.
	Gender Reassignment:	Positive or neutral	For employment objectives the workforce objectives support inclusion for all characteristics, including Trans employees and those whose gender is non-binary. Applicants and employees many comprise this group. An objective around community safety will help identify any disproportionate impact on residents who identify as a gender different from their biological sex.
	Marriage and Civil Partnership:	Neutral	There is no identified impact on this group.
	Pregnancy and maternity:	Positive or Neutral	For employment objectives Employees - the workforce objectives support inclusion for all characteristics. Applicants and employees many comprise this group.

		Service Objectives (1,2 3) - An objective targeting reducing health inequalities will help identify and target support for women who are pregnant or have recently given birth, including those with protected characteristics who are more at risk of poor maternity outcomes.
Race:	Positive	<p>For employment objectives – positive impact on race. It is recognised that the council workforce should be reflective of the local slough communities and in particular, ethnic diversity should be improved at senior levels. These objectives should have a positive impact on those employees and applicants from ethnic groups currently under-represented in the workforce and particularly in senior positions.</p> <p>For service objectives Slough has inequalities in health between different population groups which need to be addressed – and there is a commitment to work with partners to target these. EG, The prevalence of hypertension and diabetes is significantly higher in Black/Black British and Asian/Asian British groups respectively. In over 50's and over 70's, the prevalence of both these chronic conditions is higher amongst certain ethnic .</p> <p>For service objective whilst disadvantage and gender may be a stronger predictor for poorer educational outcomes in children and young people, there is also disparity between different ethnic groups (correlated to disadvantage). Closing these gaps may lead to improved outcomes for some ethnic groups. Certain ethnicities may be over-represented in SEND and vulnerable children cohorts.</p>
Religion and Belief:	Positive	<p>Employees - the workforce objectives support inclusion for all characteristics. Applicants and employees many comprise this group.</p> <p>Service Objectives - a focus on community safety will allow analysis and targeting of support for those who are more at risk of crime as a result of their religion.</p>
Sex	Positive	<p>Employment Objectives . Whilst the council is 60% female, women are still over-represented in the lowest pay grades and under-represented in the most senior positions. These objectives should support great equality and inclusion for women in the workforce.</p> <p>Service objective Men typically have poorer health outcomes than women. A major health inequality exists between men and women in terms of health life expectancy: the number of years a person can typically</p>

		<p>expect to live in full health without disabling illness or injury. Healthy life expectancy for men in Slough is 58.1 years– compared to a regional average of 65.5 years. Healthy life expectancy for women in Slough is 60.3 years, compared to a regional average of 65.9 years.</p> <p>Service objectives focus on improving outcomes for disadvantage and SEN/disability, there are clear gender gaps in areas such as educational outcomes. Focus on closing these gaps may lead to improved outcomes for boys.</p> <p>A service objective in relation to community safety particularly referencing violence against women and girls will have a positive impact on this group.</p>
Sexual orientation:	Positive	<p>Employees - the workforce objectives support inclusion for all characteristics. Applicants and employees many comprise this group.</p> <p>Service Objectives - an equality objective relating to health inequalities and community safety will ensure that support is targeted where there is a disproportionate risk of inequality due to sexual orientation.</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>There are no anticipated negative impacts.</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>JSNA Project workstreams: JSNA skeleton (berkshirepublichealth.co.uk)</p> <p>Berkshire Observatory – Slough – Welcome to the Slough Observatory</p> <p>Workforce equality data – Slough Borough Council</p>	

	<p>Education and early years equality data – Slough Borough Council</p> <p>Slough Insights Data pack – Slough Borough Council</p> <p>JSNA 2023/ Berkshire Observatory local data Workforce Equality Data Report 2023 Service Equality Data – Education and Early years 2023 SBC Staff Survey 2023</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>Consultation on the workforce objectives has been undertaken with the following staff network groups:</p> <p>Slough Borough Council’s Women’s Network Employees with Disabilities Forum REACH (Race equality and celebrating heritage) Network</p> <p>Feedback was positive and in support of the objectives. Members emphasised the need to ensure regular monitoring to ensure progress was being made and communication of activities and progress with wider workforce.</p> <p>Members of staff were also able to comment as part of the wider public consultation which ran 13 Dec 2023-02 Feb 2024</p> <p><i>40 responses were received. The full responses to questions can be seen in Appendix B Consultation Summary to the Cabinet Report, 15 April 2024.</i></p> <p>There was broad agreement with the objectives, in particular the objectives relating to children and young people (1 and 2), which scored mostly highly and were ranked as the most important.</p> <p>However, in the comments the following additional themes around wider equality were mentioned:</p>

Gender equality – several respondents felt this was an issue both for employees and residents and more should be done to reduce inequality and exclusion for women
Older people with disabilities should be considered
Disagreement with the setting of equality objectives at all as this led to more division in communities
Issues with equality in the workforce (around culture, job grading) and the negative impact this would have on recruitment and retention
Race equality – white residents being “left out”

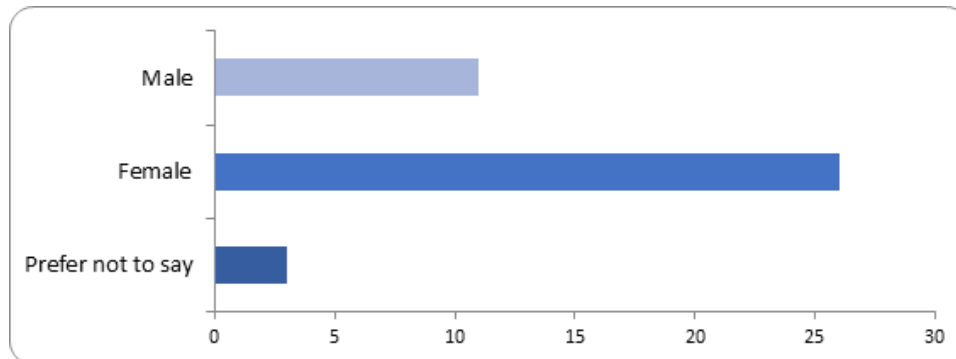
50% of respondents were SBC employees, 50% of respondents were not SBC employees

Demographic Breakdown of Respondents

All the demographic questions were optional. Respondents who wished not to answer a question could either select “prefer not to say” or skip the question; these have been combined into “Prefer not to say or not answered” in the analysis below.

11: What is your sex (as registered at birth)?

65% (26 respondents) were female.

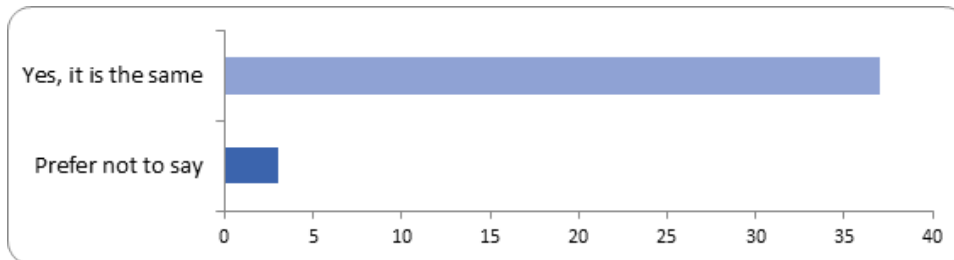


Option	Total	Percent
Male	11	27.50%
Female	26	65.00%
Prefer not to say or not answered	3	7.50%

12: Is the gender you identify with the same as your sex registered at birth?

Gender identity refers to a person's sense of their own gender, whether male, female or another category such as non-binary. This may or may not be the same as their sex registered at birth.

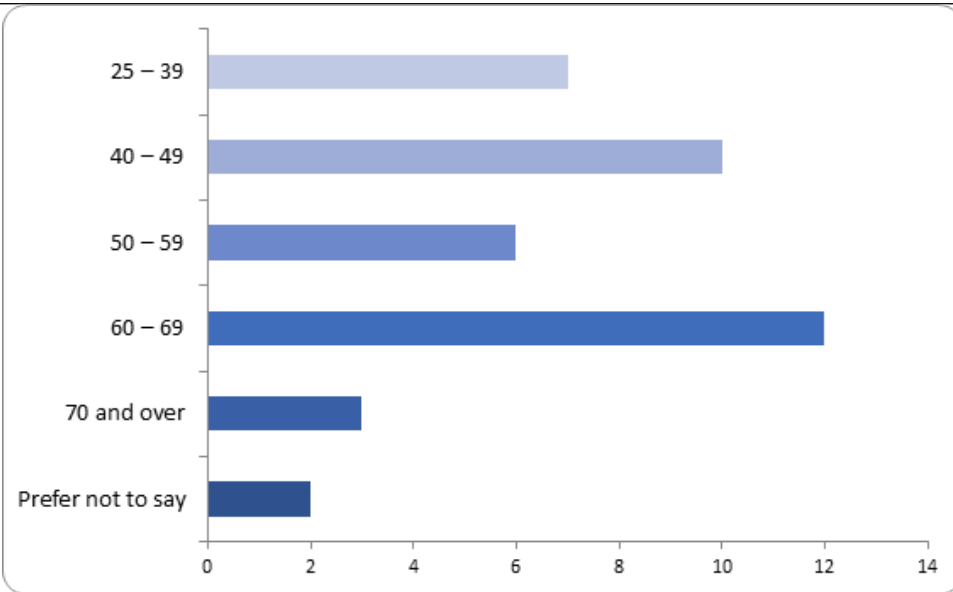
92.5% (37 respondents) answered that their gender identity was the same as their sex registered at birth.



Option	Total	Percent
Yes, it is the same	37	92.50%
No, it is different (please specify your gender identity)	0	0.00%
Prefer not to say or not answered	3	7.50%

13: What is your age?

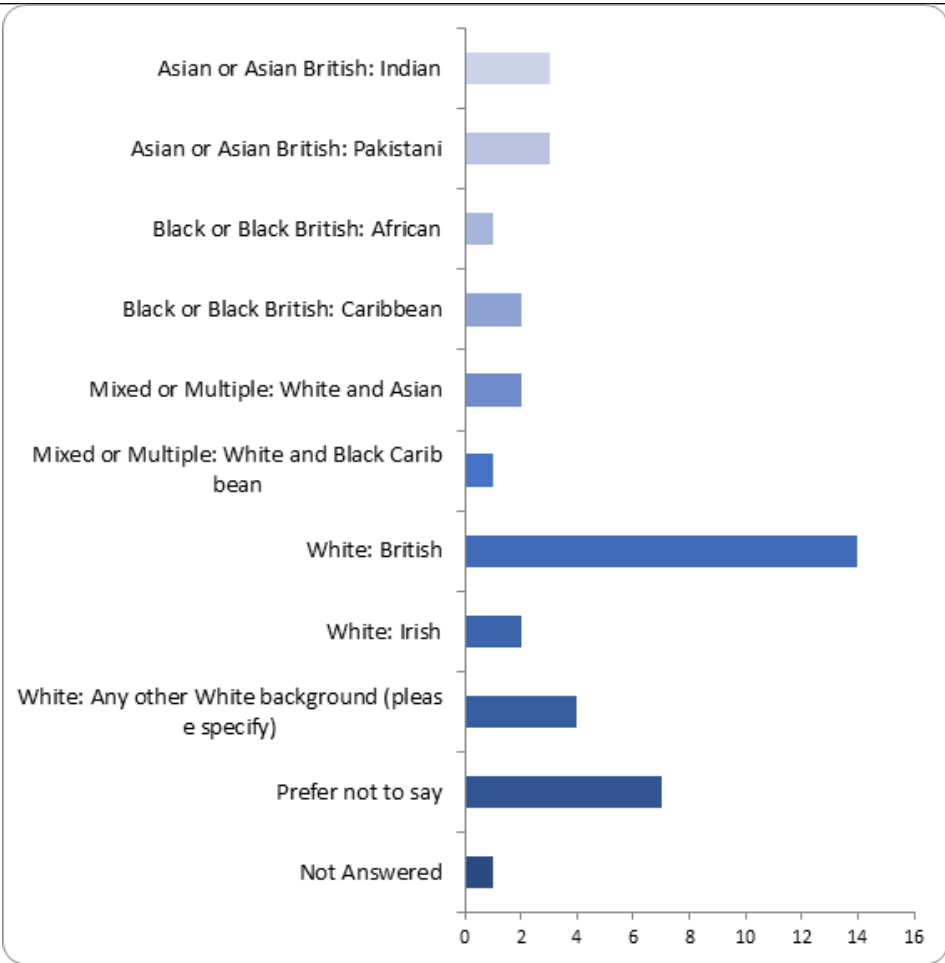
30% (12 respondents) were aged 60-69. 25% (10 respondents) were aged 40-49. There were no responses from anyone aged 24 and under.



Option	Total	Percent
0 - 15	0	0.00%
16 - 24	0	0.00%
25 - 39	7	17.50%
40 - 49	10	25.00%
50 - 59	6	15.00%
60 - 69	12	30.00%
70 and over	3	7.50%
Prefer not to say or not answered	2	5.00%

14: What is your ethnic group?

50% (20 respondents) were from White ethnic groups, 15% (6 respondents) were Asian ethnic groups, 7.5% (3 respondents) were from Black ethnic groups, and 7.5% (3 respondents) were from Mixed or Multiple ethnic groups.



Option	Total	Percent
Asian or Asian British: Bangladeshi	0	0.00%
Asian or Asian British: Chinese	0	0.00%
Asian or Asian British: Indian	3	7.50%
Asian or Asian British: Pakistani	3	7.50%
Asian or Asian British: Sikh	0	0.00%
Asian or Asian British: Any other Asian background (please specify)	0	0.00%
Black or Black British: African	1	2.50%
Black or Black British: Caribbean	2	5.00%
Black or Black British: Any other Black background (please specify)	0	0.00%
Mixed or Multiple: White and Asian	2	5.00%
Mixed or Multiple: White and Black African	0	0.00%
Mixed or Multiple: White and Black Caribbean	1	2.50%
Mixed or Multiple: Any other Mixed or Multiple background (please specify)	0	0.00%
Other ethnic group (please specify)	0	0.00%
White: British	14	35.00%
White: Irish	2	5.00%
White: Any other White background (please specify)	4	10.00%
Prefer not to say or not answered	8	20.00%

Four respondents selected “White: Any other White background” and specified:

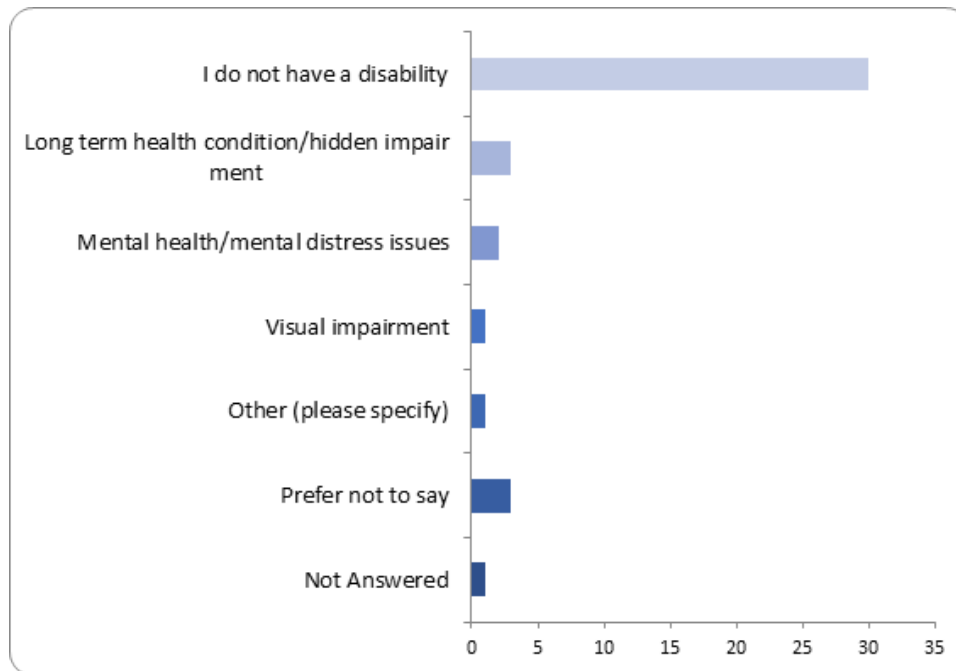
- 2 White English
- 1 Spanish

- 1 Hungarian

15: Do you have a disability? If yes, please tell us which of the following groups apply to you.

Under the Equality Act 2010, a person is considered to have a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

75% (30 respondents) did not have a disability. 17.5 (7 respondents) had a disability.



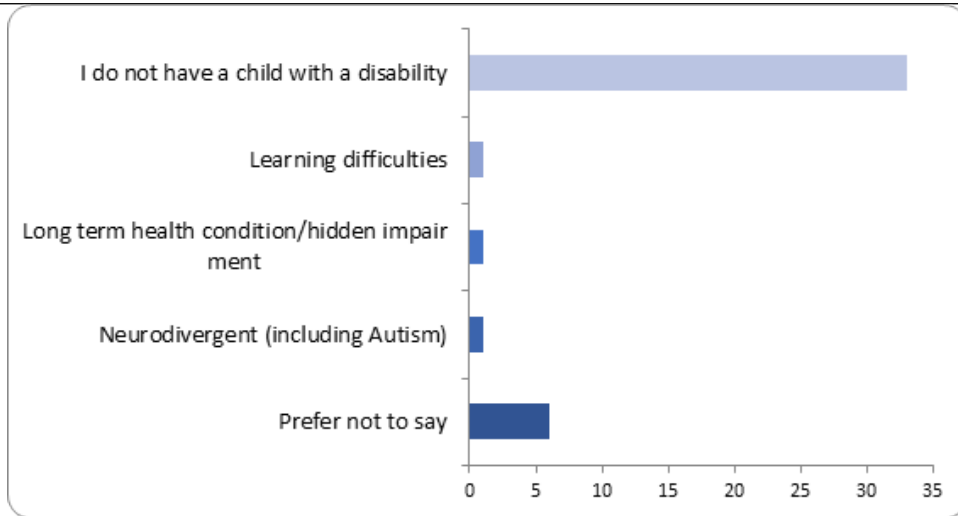
Option	Total	Percent
I do not have a disability	30	75.00%
Deaf/BSL User	0	0.00%
Hearing impairment	0	0.00%
Learning difficulties	0	0.00%
Long term health condition/hidden impairment	3	7.50%
Mental health/mental distress issues	2	5.00%
Neurodivergent (including Autism)	0	0.00%
Physical impairment	0	0.00%
Visual impairment	1	2.50%
Other (please specify)	1	2.50%
Prefer not to say or not answered	4	10.00%

One respondent selected “other” and specified that they “have a recent condition which may end up meeting the above criteria”.

16: Do you have a child (aged under 18) with a disability? If yes, please tell us which of the following groups apply to your child.

Under the Equality Act 2010, a person is considered to have a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.

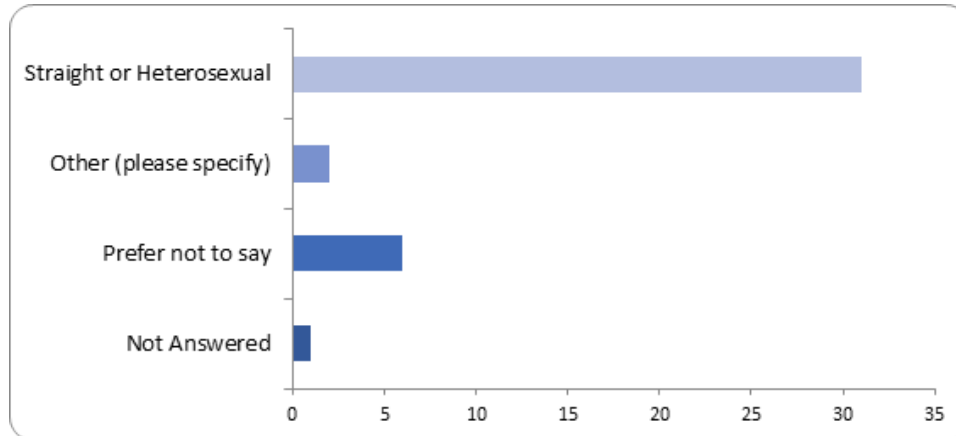
82.5% (33 respondents) did not have child with a disability. 7.5% (3 respondents) had a child with a disability.



Option	Total	Percent
I do not have a child with a disability	33	82.50%
Deaf/BSL User	0	0.00%
Hearing impairment	0	0.00%
Learning difficulties	1	2.50%
Long term health condition/hidden impairment	1	2.50%
Mental health/mental distress issues	0	0.00%
Neurodivergent (including Autism)	1	2.50%
Physical impairment	0	0.00%
Visual impairment	0	0.00%
Other (please specify)	0	0.00%
Prefer not to say or not answered	6	15.00%

17: How would you describe your sexual orientation?

77.5% (31 respondents) identified as Straight or Heterosexual.

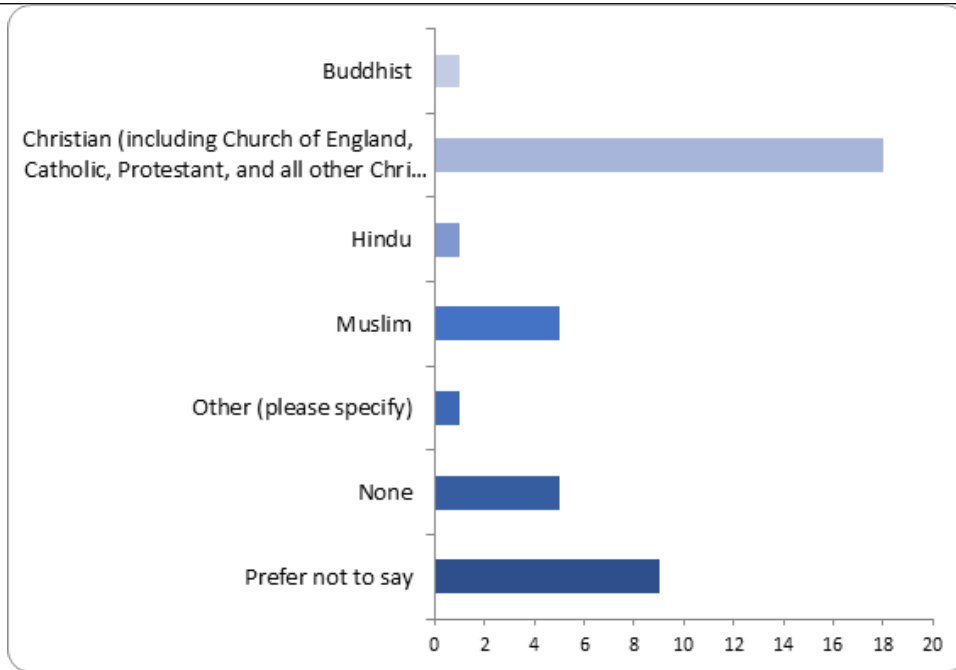


Option	Total	Percent
Bisexual	0	0.00%
Gay or Lesbian	0	0.00%
Straight or Heterosexual	31	77.50%
Other (please specify)	2	5.00%
Prefer not to say or not answered	7	17.50%

2 respondents selected “other” but did not specify a sexual orientation.

18: What is your religion, faith, or belief?

45% (18 respondents) were Christian, 12.5% (5 respondents) were Muslim, and 12.5% (5 respondents) had no religion.

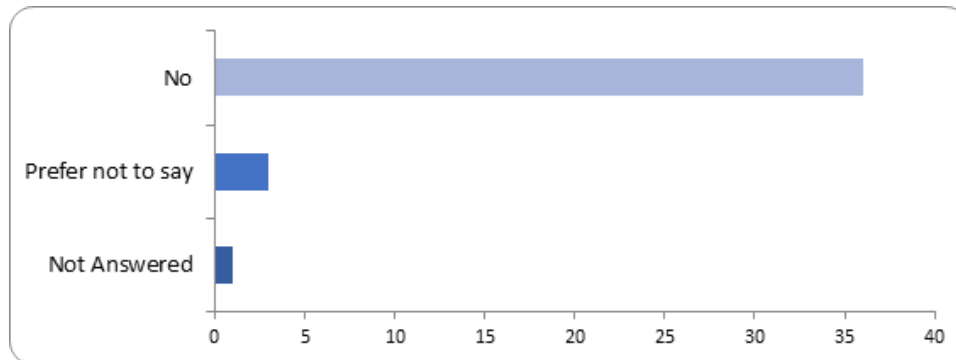


Option	Total	Percent
Buddhist	1	2.50%
Christian (including Church of England, Catholic, Protestant, and all other Christian denominations)	18	45.00%
Hindu	1	2.50%
Jewish	0	0.00%
Muslim	5	12.50%
Sikh	0	0.00%
Other (please specify)	1	2.50%
None	5	12.50%
Prefer not to say or not answered	9	22.50%

One respondent selected “other” and specified “I have a belief but it is not constrained by any of the above”.

19: Are you pregnant?

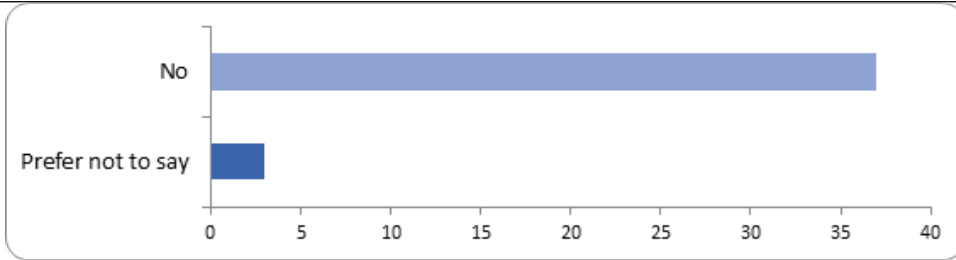
No respondent answered that they were pregnant.



Option	Total	Percent
Yes	0	0.00%
No	36	90.00%
Prefer not to say or not answered	4	10.00%

20: Have you had a baby in the last 12 months?

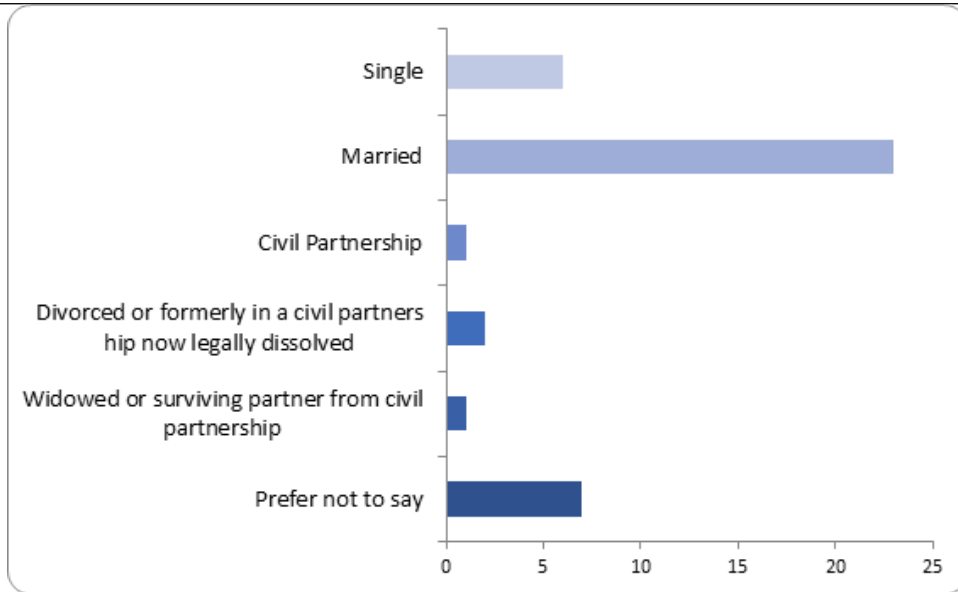
No respondent answered that they had a baby in the last 12 months.



Option	Total	Percent
Yes	0	0.00%
No	37	92.50%
Prefer not to say or not answered	3	7.50%

21: What is your legal marital or registered civil partnership status?

57.5% (23 respondents) were married and 15% (6 respondents) were single.

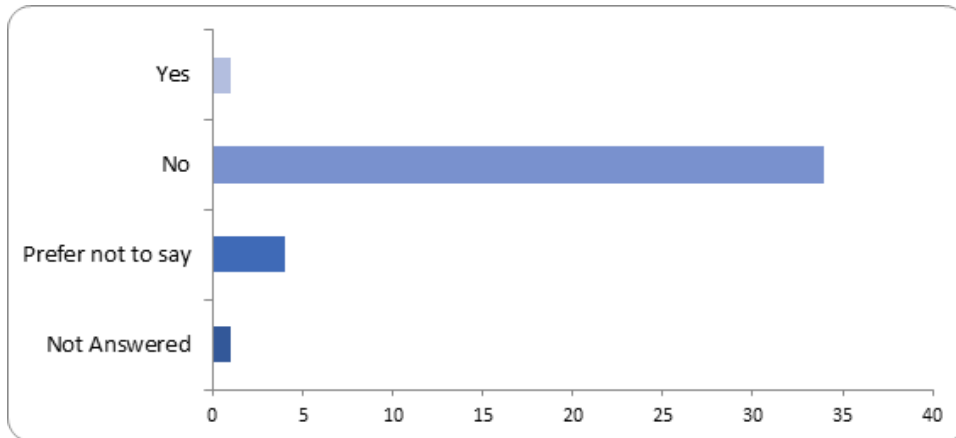


Option	Total	Percent
Single	6	15.00%
Married	23	57.50%
Civil Partnership	1	2.50%
Separated, but still married or in a civil partnership	0	0.00%
Divorced or formerly in a civil partnership now legally dissolved	2	5.00%
Widowed or surviving partner from civil partnership	1	2.50%
Prefer not to say or not answered	7	17.50%

22: Are you a member of the Armed Forces Community?

The Armed Forces community includes regular personnel, reservists, veterans, adult cadet force volunteers and families of regular personnel, reservists and veterans.

One respondent answered that they were a member of the Armed Forces Community.

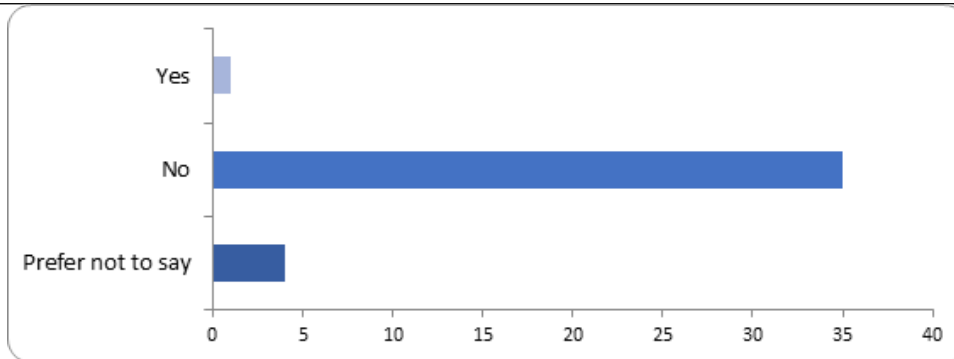


Option	Total	Percent
Yes	1	2.50%
No	34	85.00%
Prefer not to say or not answered	5	12.50%

23: Are you currently or have you previously been a child or young person (18-25) in care?

For example, in foster care.

One respondent answered that they were currently or had previously been a child or young person in care.



Option	Total	Percent
Yes	1	2.50%
No	35	87.50%
Prefer not to say or not answered	4	10.00%

8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Promoting equality and diversity in employment and service delivery will promote good relations between people of different characteristics. Perceptions of fairness and inclusion in both access to public services and employment are crucial components of improving community cohesion.</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>It is proposed to adopt the equality objectives for a 2 year period as opposed to a 4 year period, whilst the LGA is commissioned to undertake a peer review. This review will help identify further actions the Council should take to improve its equality work.</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>Key performance indicators have been identified against the equality objectives. These will be reviewed and amended as appropriate during the life of the objectives. The workforce objectives will be reviewed by the Employment Committee. Progress against the service objectives will be contained in subject specific reports on those services. The outcome of any peer review will be reported to members at a public meeting.</p>
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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	X
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 Christine Ford
Signed:(Person completing the EIA)

Name: Same as above.....
Signed:(Policy Lead if not same as above)

Date : 20.09.23 updated 14.02.24

Slough Demographic Profile

Population

Slough's population in the 2021 census was 158,500.

Age

Age groups	Number of residents	% of population
0-15	39,568	25.0%
16-24	16,587	10.5%
25-39	38,001	24.0%
40-49	24,839	15.7%
50-59	17,548	11.1%
60-69	11,754	7.4%
70 and over	10,201	6.4%

Care experience

There is no data from the 2021 census on residents who have spent time in care. Slough has higher than average rates of Children in Need and children receiving Targeted Early Help and Child Protection Plans – 145 per 10,000 people aged 0-17, compared to regional average of 125. Slough has a lower rate of Children Looked After than the England average, but is similar to the South East average.

Disability

Disability	Number of residents	% of population
Disabled	17,975	11.3%
Not disabled	140,523	88.7%

Ethnicity

Broad ethnic groups	Number of residents	% of population
Asian	74,093	46.7%
Black	11,992	7.6%
Mixed	6,311	4.0%
Other	8,970	5.7%
White	57,134	36.0%

Gender identity

Gender identity	Number of residents	% of population
Gender identity is the same as sex registered at birth	107,503	90.4%
Gender identity is different to sex registered at birth	1,081	0.9%
Not known	10,351	8.7%

This data applies only to residents aged 16 or over (118,930 residents).

Marital and civil partnership status

Marital and civil partnerships status	Number of residents	% of population
Single	41,898	35.2%
Married	60,001	50.4%
Civil partnership	158	0.1%
Separated	2,925	2.5%
Divorced or dissolved civil partnership	8,799	7.4%
Widowed or surviving civil partner	5,151	4.3%

This data applies only to residents aged 16 or over (118,930 residents).

Religion, faith, or belief

Religion, faith, or belief	Number of residents	% of population
No religion	20,726	13.1%
Christian	50,664	32.0%
Buddhist	776	0.5%
Hindu	12,343	7.8%
Jewish	85	0.1%
Muslim	46,661	29.4%
Sikh	17,985	11.3%
Other religion	716	0.5%
Not known	8,544	5.4%

Sex

Sex	Number of residents	% of population
Female	80,005	50.5%
Male	78,495	49.5%

Sexual orientation

Sexual orientation	Number of residents	% of population
Straight or Heterosexual	104,943	88.2%
Gay or Lesbian	806	0.7%
Bisexual	1,095	0.9%
All other sexual orientations	412	0.3%
Not known	11,677	9.8%

The 2021 Census data applies only to residents aged 16 or over (118,930 residents).

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Slough Borough Council

Report To:	Cabinet
Date:	15 April 2024
Subject:	Contaminated Land Strategy 2024-2030
Lead Member:	Councillor Gurcharan Manku, Lead Member for the Environment, Environmental Services and Open Spaces
Chief Officer:	Pat Hayes, Executive Director Housing, Regeneration and Environment
Contact Officer:	Jason Newman, Group Manager Carbon, and Sustainability
Ward(s):	All
Key Decision:	YES
Exempt:	NO
Decision Subject to Call In:	NO
Appendices:	Appendix 1. Contaminated Land Strategy 2024-2030 Appendix 2. Priority List

1. Summary and Recommendations

1.1.1. This report seeks to obtain Cabinet approval of the updated version of the Contaminated Land Strategy. The Strategy needs to be approved by the Cabinet. The strategy outlines the Council's approach to determining if land is contaminated and the measures to be taken to remediate the land to ensure it does not pose a risk to human health or the environment.

1.2. Recommendations:

1.2.1. Cabinet is recommended to:

- a) Adopt and approve the Contaminated Land Strategy 2024 - 2030 (see Appendix 1)
- b) Approve the review of the Priority List (see Appendix 2), and delegate authority to the Executive Director of Housing, Regeneration and Environment to amend this as appropriate, following the review.

1.2.2. **Reason:** The Environmental Protection Act 1990: Part 2A Contaminated Land Statutory Guidance, dated April 2012, the local authority should keep its written strategy under periodic review to ensure it remains up to date. It is for the authority

to decide when its strategy should be reviewed, although as good practice it should aim to review its strategy at least every five years. The existing strategy was last reviewed 6 years ago. At the same time, the Priority List needs to be updated, as development works could help improve the risk rating of some of the sites already on the list, thus helping expedite the planning approval process.

1.3. Commissioner Review

This report has been reviewed by Commissioners and there are no specific comments to add.

2. Report

2.1. Introductory paragraph

- 2.1.1. The Strategy offers an insight into the process the Council will follow, where a site is identified as potentially contaminated, and how that affects the development of the site. This will ensure the human health of any future residents is considered. Thus, the Strategy will support the Slough Joint Wellbeing Strategy 2020-2025 (SJWS) and the Corporate Strategy by aiding in achieving strategic priority 3 of a cleaner, healthier, and more prosperous Slough.

2.2. Options considered

- 2.2.1. There are three options:

Option 1: Undertake an in-house expert review of the strategy, legislation, and priority list and update the strategy. This is required to keep up with the latest legislation, update risk rating on site likely to undergo development and gauge the amount of resource required to bring such a site to the appropriate safety standard.

Option 1 Recommended: it is the most cost-effective approach to updating the strategy and according with good practice; also, the most time effective.

Option 2: Undertake an external expert review of the strategy, legislation and priority list and update of the strategy.

Option 2 is not recommended, as it will add a cost burden to the Council's limited finances and require time and officer resources to procure the expert review.

Option 3: Do nothing, continue to use the existing contaminated land strategy. This option, whilst appealing, it does not deal with the risk of offering advice to developers based on dated legislation and potentially over or underestimating the number of resources required. Thus, risking a backlash of complaints, and other legal and regulatory implications.

2.3. Background

- 2.3.1. It is the responsibility of the Council to produce, maintain and update a Contaminated Land Strategy. The Strategy outlines the approach used by SBC to meet its statutory duties of dealing with potentially contaminated land in the borough. The legal and scientific methods and practices behind the Slough Borough Council Strategy are compliant with the Contaminated Land Statutory

Guidance, April 2012 (DEFRA). Another key piece of guidance is the updated Land Contamination Risk Management (LCRM); this builds on the previous CLR11 which sets out a detailed, risk-based approach for dealing with contaminated land.

2.3.2. Contaminated land is defined as: ‘any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in, on or under the land, that:

1. Significant harm is being caused or there is a significant possibility of such harm being caused; or
2. Significant pollution of controlled waters is being caused, or there is a significant possibility of such pollution being caused.’

2.3.3. The contaminated land regime was enacted by Part 2A of the Environmental Protection Act 1990 (Part 2A) on 1st April 2000. The overarching objectives of the Government’s policy on contaminated land and the Part 2A regime are:

1. To identify and remove unacceptable risks to human health and the environment.
2. To ensure that contaminated land is made suitable for its current use.
3. To ensure that the burdens faced by individuals, companies and society are proportionate, manageable, and compatible with the principles of sustainable development.

2.3.4. Contaminated land risk assessment is based upon the Source-Pathway-Receptor model. All three parts of the chain must be present to create what is known as a contaminant linkage.

Source: A substance, which is in, on or under the land and which has the potential to cause significant harm to a relevant receptor, or to cause significant pollution to controlled waters.

Pathway: A route by which a receptor is or might be affected by a contaminant.

Receptor: Something that could be adversely affected by a contaminant, for example a person, an organism, an ecosystem, property, or controlled waters. All three elements of a contaminant linkage must exist in relation to land before the land can be contaminated land under Part 2A.

2.3.5. The current review of the Contaminated Land Strategy consists of an update of the latest legislation referenced, risk assessment procedures and the overall appearance to align with the current Slough Council Strategy template. Also, an update of its appendices and referencing to most up to date Slough Borough Council Strategies relevant to this document.

2.3.6. Back in 2001, when the first strategy was published, and as part of the process of identifying potentially contaminated sites, a risk Priority List (Appendix 2) was created. This consisted of sites known to have had a historic contaminative land use and could pose a risk to human health. Over the years this list has undergone changes, and risk ratings changed based on the betterment provided via the planning system. The latest update was undertaken by Atkins in 2009, and it reviewed the risk ranking of 31 high risk sites (report available on request).

- 2.3.7. At the time the Priority List was created, various sources were consulted, such as current and historical Ordnance Survey mapping, Trade Directory entries, aerial photographs, environmental health records, petroleum licensing register, disused fuel register and planning records which identified potentially contaminated sites, that were scored and subsequently risk ranked as low, medium, or high. This ranking has been used since to inform the advice given to developers and owners, through the planning system, with the goal to achieve site betterment and minimum residual risk for the proposed human health receptors.
- 2.3.8. A periodic review of the Priority List is necessary as this will influence the advice given to developers and the amount of work, time and money that needs to be spent on a potentially contaminated site and can influence its viability and the speed with which a development can be completed.
- 2.3.9. The review and scoring update will take place according to the Risk Prioritisation Strategy as outline in Appendix A, of the Contaminated Land Strategy (Appendix 1). This will take place every 5/6 years, and it will be triggered by the review of the Contaminated Land Strategy, as per the Guidance. Previously, the Priority List review was undertaken by an external environmental consultancy. Following a significant change in legislation in 2006, Atkins was seconded to undertake a considerable review of the sites and update the Priority List at the time. However, the review needed on this occasion requires a desk study review of multiple sources and recalculating the scoring, and thus it is the responsibility of the in-house Contaminated Land Officer.

3. Implications of the Recommendation

3.1. *Financial implications*

- 3.1.1 The main financial implication of producing a Contaminated Land Strategy is the officer time and the software licenses required for maintaining the database and mapping system and these existing costs are already budgeted and therefore present no additional financial pressure on the Council.
- 3.1.2 In addition to this, there are the financial implications on the owner/developer for dealing with any potential contamination before any development can take place, and as such, there is the potential effects on the value of the land and its viability. These issues can be better managed, and the risk anticipated, by maintaining the Contaminated Land Strategy and a Potentially Contaminated Land Sites / Priority List.

3.2 *Legal and Statutory implications*

- 3.2.1 Because the Strategy describes, but does not change, the Council's responsibilities, there are minimal legal implications related to this report, if at all.
- 3.2.2 It is a requirement of the Statutory Guidance for local authorities to identify and prioritise land most likely to pose the greatest risk to human health and the environment. The priority list of potentially contaminated land sites discharges the above statutory duty by providing the best advice to landowners and developers interested in investing in the town or elsewhere in the Borough.

- 3.2.3 Armed with having such up-to-date information regarding land contamination, the Council can effectively manage risk from any development encountering issues via the planning process coupled with due diligence so that there are no legal repercussions for the Council.

3.3 *Risk management implications*

- 3.3.1 The strategy is a statutory requirement for all local authorities, and the Regulations recommend a review at least every 5/6 years.
- 3.3.2 The Council is directed by the Statutory Guidance to use its judgement to strike a balance between the risks raised by contamination and the potential burdens of regulation intervention on people affected including cost, health, and property blight.
- 3.3.3 The Council's principal mechanism for dealing with land affected by contamination is to ensure that land is fit for purpose when being redeveloped under the planning system. This is the most cost-effective and sustainable way forward.
- 3.3.4 The Carbon & Sustainability Team has active discussions with the interested parties regarding changes in legislation and how that affects development. Also, the team responds to numerous Environmental Enquiries disclosing the procedures and practices employed by the Council when dealing with land contamination.
- 3.3.5 Thus, by having an up-to-date Contaminated Land Strategy and Priority List, we can help de-risk some of the site managing their development via development control.

3.4 *Environmental implications*

- 3.4.1 The environmental implications of not updating our existing Contaminated Land Strategy will be the inability to address land contamination issues proactively and efficiently by enabling the planning process to ensure development is sustainable. The development process ensures sites are assessed, remediated, and validated in accordance with the latest Environmental Guidance to reduce potential harm to end users.
- 3.4.2 It is vital to continue working with the planning officers, applicants, developers, and consultants, and respond to planning consultations and environmental enquiries, advising on matters relating to land contamination according to the latest regulations and good practice.

3.5 *Equality and Human Rights implications*

- 3.5.1 There are no equalities implications because of this report.
- 3.5.2 The Strategy is not considered to affect any individual's human rights as it primarily concerns property rather than individuals.

3.6 *Procurement implications*

- 3.6.1 There are potential procurement implications related to exercising the Council's responsibilities to produce, maintain and update a Contaminated Land Strategy. This includes and is not limited to procurement and use of contaminated land database and mapping licences. A business case for any procurement project will

be developed, which will consider the most appropriate procurement route according to the Council's contract procedure rules, UK Procurement regulations and will need to follow public procurement principles of value for money, equality of treatment, transparency, and proportionality.

3.7 *Workforce implications*

3.7.1 There are no workforce implications because of this report.

3.8 *Property implications*

3.8.1 The Council's Assets List has been consulted; and whilst there are a few sites overlapping with the Council's Priority List of potentially contaminated land sites, the implications are minimal. This status shall be revealed on any environmental search report, should the property be sold, or proposed for redevelopment, and any residual risks associated with this shall be dealt with via the Planning system.

4. Background Papers

None.

Version	Date	Updated by	Description
V0.1	28 th February 2024	Dr. Anka Asandei	draft
V0.2	14 th March 2024	Dr. Anka Asandei	revision

Contaminated Land Strategy 2024-2030

Date Approved:

Date of Review:

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Executive Summary

Part 2A of the Environmental Protection Act 1990 places a duty on the Council to review land in the Borough that has been historically contaminated. Its main purpose is to provide an improved system for the identification of land that is posing unacceptable risks to health, or the environment given the current use and circumstances of the land, and for securing remediation where such risks cannot be controlled by other means. Land contamination will also be addressed when land is redeveloped under the planning system, during the building control process, or where action is taken independently by landowners.

Slough Borough Council published its first Contaminated Land Inspection Strategy in 2001. The document outlined how Slough Borough Council was planning to carry out its statutory duties of collating and reviewing information on land which may have been affected by contamination, in order to identify contaminated land in the borough that meets the statutory definition. The Council has now undertaken a review of the strategy with the aim of bringing the original strategy document up to date by:

- Reporting on updates and amendments to legislation and statutory guidance, since 2001;
- Reviewing the progress made with the implementation of the 2001 Strategy;
- Updating the Risk Prioritisation Procedure, the Developers' Guide, and other achievements since the adoption of the original document; and
- Revising the review mechanisms.

Only land where unacceptable risks are clearly identified will meet the Part 2A definition of contaminated land. The statutory definition of Contaminated Land requires that there must be a significant possibility of significant harm to human health or non-human receptors, or significant possibility of significant pollution of controlled waters.

The Council also has the duty prepare and maintain a register of all regulatory action taken in respect to remediation of land determined as Contaminated Land under Part 2A of the Environmental Protection Act. This information is readily available to the public and to those interested in land in the borough. The register is not a list of sites that are or might be contaminated. The register includes specified details about the condition of the land, and the remediation actions carried out.

The Council plans to review its inspection strategy every five years, or on receipt of new guidance or advice from the Environment Agency or the Department for Environment, Food and Rural Affairs (Defra). The next review should take place in no later than 2030.

The Statutory Guidance advises the Council to use its judgement to reach a balance between the risks raised by contamination, and the potential burdens of regulation intervention on people affected, including cost, health and property blight. The Council's current principal mechanism for dealing with land affected by contamination is to ensure that land is fit for purpose, when being redeveloped under the planning system. This is considered the most cost-effective and sustainable way forward, unless urgent action is required for any site brought to the Council's attention.

This document also highlights the importance of working together with other Departments in the Council to achieve the aims of the strategy, primarily by sharing information.

Aims & Objectives

Aims of the Strategy

Slough Borough Council has the following overall aims in implementing its Contaminated Land Inspection Policy in order to fulfil the requirements of Part IIA and the statutory guidance:

- To protect human health;
- To contribute to environmental improvement and sustainability in the borough;
- To adopt a strategic risk-based approach to the periodic inspection of the Borough for the purposes of identifying land which presents unacceptable risks to human health or the wider environment;
- To promote and achieve remedial actions that are reasonable, practicable, effective and durable;
- Encourage the regeneration and voluntary action by polluters or other appropriate persons, in order to facilitate the re-use of brownfield sites;
- To communicate effectively the authority's intentions;
- To support the Council in meeting the local housing needs, by providing guide to developers, when dealing with brownfield sites;
- Quantify the Council's liabilities, if any.

Objectives of the Strategy

The Council's objectives of the strategy are:

- To follow the overarching objectives of the Contaminated Land Statutory Guidance (April 2012);
- To risk assess, prioritise and inspect land within the borough, in accordance with the Contaminated Land Statutory Guidance (April 2012);
- To ensure that any proposed development within the Borough is dealt with accordingly via the planning process in a manner that ensure the land is suitable for its intended use (thus cannot be subsequently determined as Contaminated Land under the Part 2A regime);
- To ensure that the Strategy is compatible with the Council's Corporate Plan and Policies;
- To share information internally and externally in order to effectively deal with land contamination issues during the policy making and planning process;
- To avoid any unnecessary blight of land within the Borough.

Vision of the Strategy

Slough Borough Council (SBC) vision is that of a council that can continue to adapt to and lead change, through new ways of working.

The council is committed to working with, and on behalf of, the people of Slough to provide sustainable improvements to the quality of life for all. Thus, the main priority of the development and implementation of the Strategy will be to safeguard of citizens, and the natural environment.

Regulatory Context

Introduction to Part IIA

Part 2A of the Environmental Protection Act (EPA) 1990 came into force in England in April 2000 (inserted by section 57 of the Environment Act 1995). Under Part 2A, each local authority in England has a duty to identify land within its area where contamination is causing unacceptable risks to human health or the wider environment using a strategic approach. Slough Borough Council (SBC) published its first Inspection Strategy (The Strategy) in May 2001.

On 6 April 2012, new Statutory Guidance was published by the Department for Environment Food and Rural Affairs (Defra), which required all local authorities to update or replace their existing Inspection Strategies in accordance with this Guidance. This document is the first review and sets out the way in which the Council proposes to implement its inspection duties under Part 2A in accordance with the revised Statutory Guidance. It provides a review of the progress that has been made to implement the Strategy and also sets out the Council's revised proposals for the identification and assessment of contaminated land within the Borough.

The Strategy outlines the approach used by SBC in order to meet its statutory duties of dealing with potentially contaminated land in the borough. The legal and scientific methods and practices behind the Slough Borough Council Strategy are compliant with the **Contaminated Land Statutory Guidance**, April 2012 (DEFRA). Another key piece of guidance is the now updated **Land Contamination Risk Management (LCRM)**. This builds on the previous CLR11 which sets out a detailed, risk-based approach for dealing with contaminated land.

Part 2A ensures that contaminated land is made suitable for its current use. The legislation and guidance stipulate that every Local Authority should cause their areas to be inspected from time to time, with a view to identifying contaminated land. This is a strategic approach to developing and implementing a written contaminated land strategy. This is being kept under periodic review, with the aim to review every 5/6 years. This strategy is an update to the previous strategy.

Part 2A places responsibilities on local authorities and the Environment Agency, the latter having particular responsibility for contamination of water resources as well as other issues such as radioactive contamination.

The Council's Corporate Plan Outcome 3 states that Slough will be an attractive place where people choose to live, work and stay. Ensuring that contaminated land is managed effectively is central to this objective.

Legal Framework

National context

The overarching objectives of the Government's policy on contaminated land and the Part 2A regime are:

- a) To identify and remove unacceptable risks to human health and the environment.
- b) To seek to ensure that contaminated land is made suitable for its current use.
- c) To ensure that the burdens faced by individuals, companies and society as a whole are proportionate, manageable and compatible with the principles of sustainable development.

The government considers that the most effective way of delivering these objectives is via the 'suitable for use' approach. It also places a strong emphasis on voluntary action.

The main element of the 'suitable for use' approach is to ensure that where unacceptable risks to human health, or the environment are identified; that the remedial requirements are targeted to the risk, as it relates to the current circumstances and use of the land. The Part 2A regime cannot be used to deliver site betterment beyond addressing actual harm.

The government requires that a balance is achieved between the precautionary approaches to dealing with contaminated land and empowering local authorities to make proportionate, clear and accountable decisions; ensuring that any intervention achieves a net benefit.

Local context

The current document is designed to dovetail with the **Core Policy 8 (Sustainability and The Environment)** of the Core Strategy 2006-2026.

According to the Core Policy 8:

"Development shall not:

- a) Give rise to unacceptable levels of pollution including air pollution, dust, odour, artificial lighting or noise;*
- b) Cause contamination or a deterioration in land, soil or water quality; and*
- c) Be located on polluted land, areas affected by air pollution or in noisy environments unless the development incorporates appropriate mitigation measures to limit the adverse effects on occupiers and other appropriate receptors."*

The current Strategy also links to Outcome 4 of **the 5 Year Plan 2023-2027**:

"Our residents will have access to good quality homes."

In order to achieve this outcome SBC is dedicated to completing some key actions, among which the one relevant to this document requires:

Key Action 1: Build healthy lifetime homes that can be easily adapted to take account of changing conditions.

Key Action 6: Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need.

Key Action 7: Make better use of land and existing housing within the borough, including using opportunities for new high quality, family and high-density residential developments.

The Contaminated Land Regime

Part 2A of the Environmental Protection Act 1990 (EPA 1990) requires local authorities to inspect their areas with a view to identifying contaminated land. To explain to local authorities how the Part 2A regime should be carried out, updated statutory guidance was published by the Department for Environment, Food and Rural Affairs (DEFRA) in 2012.

The Statutory Guidance requires each local authority to take a strategic approach when compiling and implementing its Strategy in order that it reflects the principles of risk

assessment (section 78B (1)). It includes three overarching principles when considering contaminated land and the Part 2A regime:

- a. To identify and remove unacceptable risks to human health and the environment.
- b. To seek to ensure contaminated land is made suitable for its current use.
- c. To ensure the burdens faced by individuals, companies, and society as a whole are proportionate, manageable and compatible with the principles of sustainable development.

The Statutory Guidance and the Contaminated Land (England) Regulations 2012 provide a framework for delivering the objectives of the contaminated land regime. The Statutory Guidance sets out the approach to be taken in determining the degree of risk, the identification of any interested parties and level of remediation required. It clearly highlights the need to promote voluntary action before taking enforcement action and to maintain a transparent system through the maintenance of a public register.

Interaction with Other Legislation

Planning and Development Control

The provisions of Town and Country Planning legislation will continue to be the major resource to influence the clean-up of contaminated sites. Land contamination is a material planning consideration, which means that the impact of land contamination must be taken into account in the determination of all planning applications. [The National Planning Policy Framework \(NPPF\)](#) sets out that the planning system is central to bringing land affected by contamination back into use and puts the responsibility for ensuring safe developments onto the developer and/or landowner.

Paragraph 109 of the National Planning Policy Framework (NPPF) states that:

“The planning system should contribute to and enhance the natural and local environment by:

- *Preventing both new and existing development from contributing to or being put at unacceptable risk from, or being adversely affected by unacceptable levels of soil, air, water or noise pollution or land instability; and*
- *Remediating and mitigating despoiled, degraded, derelict, contaminated and unstable land, where appropriate.”*

The most relevant section of the NPPF, paragraph 121, states that, as a minimum, land remediated through the planning process should not be capable of being determined as contaminated land under Part 2A of the Environmental Protection Act 1990. In addition, the guidance acknowledges that local policies and decisions should ensure that the site is suitable for its new use, and that adequate site assessment information is recorded and scrutinized accordingly.

Slough Borough Council works with developers and their consultants to ensure that land is properly assessed and remediated in line with legal requirements, and up to date guidance.

The Web-based resource Planning Practice Guidance expands on the relationship between planning and Part IIA (last updated in 2017).

Building Regulations

Updated Building Regulations came into force in June 2022, and Approved Document C, Site Preparation and Resistance to Contaminants and Moisture (Amended 2013), contain specific requirements regarding land contamination. The regulations outline the necessary precautions required to protect new buildings, and their future occupants, from the effects of contamination, including hazardous ground gases. At Slough Borough Council, Building Control regularly consults the Contaminated Land Officer for advice on Building Control Applications, if they are located in an area of potential contamination. This cooperation ensures that any new building and future occupants are protected from the effects of potential contamination.

Water Resources Act (WRA)

Under the Water Resources Act 1991 (Amendment) (England and Wales) Regulations 2009, the Environment Agency retains the powers to deal with any harm to controlled waters being caused by contaminated land. Consequently, there is great potential for overlap between the two regimes. Therefore, guidance has been provided on how the two regimes will operate in tandem. The Council will normally use Part 2A enforcement procedure for land identified as contaminated land, rather than the works notice system used by the Environment Agency under the Water Resources Act 1991.

Environmental Permitting

The Environmental Permitting Regulations 2016 (EPR) requires the operators of industrial sites involving particular processes to obtain a 'permit' from the Environment Agency or the Local Authority (depending on the nature and scale of the process). In general, processes regulated under the EPR are likely to be 'more polluting' than those that are not. However, this covers all forms of pollution and does not necessarily mean that EPR sites are more likely to cause land contamination. The EPR replaced the Pollution Prevention and Control (PPC) and Waste Management Licensing regimes.

All waste disposal and processing sites are subject to licencing under Part 2 of the Environmental Protection Act (as amended by the EPR). Contamination causing significant harm or pollution of controlled waters should be dealt with as a breach of a condition of the licence or permit rather than through Part 2A. Where a site has remained unlicensed, or where a waste licence has been surrendered, it could potentially meet the definition of 'contaminated land' and would therefore, be dealt with under the Part 2A regime.

The EPR (as amended) are designed to minimise the impact from potentially polluting activities. Many industrial installations fall under the Environmental Permitting regime. This regime is enforced by the Environment Agency for A1 activities, and by the Council for A2 (LA-IPPC) and Part B (LAPPC) activities. Any facility regulated under the EPR, where there may be a significant risk to land or groundwater [including where one is necessary to satisfy requirements of the Industrial Emissions Directive (IED)], is required to carry out a site condition report to ascertain the baseline condition of the land prior to being granted a permit. If an operator causes contamination of the site or land by breaching conditions of the permit, they are required to remediate the land so that it is returned to its original baseline condition.

Health and Wellbeing Strategy

The Strategy is focussed on four key priorities to improve the health and wellbeing of the people in Slough:

- Protecting vulnerable children

- Increasing life expectancy by focusing on inequalities
- Improving mental health and wellbeing
- Housing

Environmental Damage Regulations 2009

The Environmental Damage (Prevention and Remediation) Regulations 2009 provide additional enforcement powers for the prevention and regulation of land contamination. The regulations only apply to damage which has taken place after 1st March 2009, and are usually applied to allow a rapid reactive resolution to land contamination caused by a pollution incident.

These regulations define environmental damage as damage to:

- Protected species or natural habitats, or a site of special scientific interest, or
- Surface water or groundwater with the deterioration in the water's status, or
- Contamination of land that results in a significant risk of adverse effects on human health.

The Environment Agency, Natural England, local authorities and the Secretary of State are the enforcing authorities responsible for administering and enforcing the regulations in England and Wales, depending on the type of damage involved. The enforcing authority must establish whether the damage cause can be classified as 'environmental damage' and identify a responsible operator in order to serve a remediation notice.

Statutory Nuisance

The Part 2A regime replaces the Statutory Nuisance provisions of the Environmental Protection Act 1990 for dealing with nuisance that consists of, or is caused by, "land in a contaminated state". That refers to all land where there are substances in, on or under the land which are causing harm, or where there is a possibility of harm being caused. However, where land is causing offence to human senses, for example odours, the Statutory Nuisance regime will still apply.

The Role of the Enforcing Authority

The Enforcing Authorities are the Local Authority (i.e. Slough Borough Council), and the Environment Agency. Local Authorities have been given the primary regulatory role under the Part 2A regime and therefore for most sites Slough Borough Council will be the lead regulator.

The Enforcing Authorities have four main tasks:

- to establish who should bear responsibility for the remediation of land;
- to decide, after consultation, what remediation is required and ensure that such remediation takes place either through agreement or by serving a remediation notice. In certain circumstances the local authority may need to undertake the remediation;
- where a remediation notice is served or the authority carries out the work, to determine who should bear what proportion of the costs for the work; and
- to record certain prescribed information regarding regulatory actions on a public register.

Enforcing Authorities should seek to use Part 2A only where no other appropriate solution exists.

The Role of the Local Authority

The primary regulatory role under Part 2A rests with the Local Authorities, reflecting existing functions under the statutory nuisance regime and complementing their role as the Local Planning Authority. The statutory duties of the local authority under the Part 2A regime are:

- to prepare a strategy for inspection of their area;
- to inspect the Borough where possible to identify contaminated land;
- to determine whether any land meets the definition of Contaminated Land under Part 2A of the Environmental Protection Act 1990;
- to establish whether sites should be designated as “Special Sites” and thus become the responsibility of the Environment Agency;
- where the Agency carries out an inspection on behalf of the Council, the inspection duty and the decision as to whether land is Contaminated Land, remain the sole responsibility of the Council;
- to consult the Environment Agency on sites where there is pollution of controlled waters and where the Local Authority considers that land meets the definition of a Special Site;
- to act as enforcing authority for all contaminated land which is not designated as a “Special Site”, for which the Environment Agency will be the enforcing authority;
- to maintain a public register of sites for which a remediation notice has been served, or where a remediation statement or declaration has been published;

The Role of the Environment Agency

The Environment Agency has a key supporting role to Local Authorities, involving provision of information and advice, and a number of specific regulatory functions. Thus, the Environment Agency has the following roles with respect to contaminated land under Part 2A:

- custodians of data (website) and provision of information in response to specific requests;
- to assist local authorities in identifying contaminated land, particularly in cases of water pollution;
- to provide site specific guidance to local authorities on contaminated land with specific reference to water pollution;
- to undertake inspections of Potential Special Sites at request and on a priority basis;
- to act as enforcing authority for any land designated as a Special Site;
- to maintain a register of Special Sites remediation;
- to publish periodic reports on the State of Contaminated Land.

Development of the Strategy

Within Slough Borough Council, the Environmental Quality Team in the Planning and Transport Department is responsible for the implementation of Part IIA EPA 1990. A Senior Scientific Officer has been appointed as the lead officer on Contaminated Land, reporting to the Manager of the Environmental Quality Team and the Head of the Regenerations Directorate. The officer’s role is to develop, implement and review the strategy, and assume the day-to-day obligations of its upkeep. The strategy has been prepared with reference to DEFRA’s “Environmental Protection Act 1990: Part 2A

Contaminated Land Statutory Guidance". The Head of Environmental Protection will be responsible for recommending service of remediation notices, to the Development and Consumer Protection Chief Officer and the Council's Cabinet Committee.

The Council will make the draft document available to the external and internal consultees. Any comments are to be directed to:

Contaminated Land Officer
Observatory House
25 Windsor Road
Slough
SL1 2EL

Or email EnvironmentalQuality@slough.gov.uk

Implementation of the Contaminated Land Strategy

Risk Prioritisation Procedure

There is currently no evidence of contamination causing actual harm in the Borough. There are, however, several sites of which the Council is aware that there is the possibility or significant possibility of the potential for harm to arise. These sites have been identified through the collation and review of information already undertaken in preparation for the introduction of the Contaminated Land Regime. The main outline of the process followed is presented below.

In 1998, Slough Borough Council (SBC) began the process of reviewing the available historical and contemporary mapping of the land within its borough for the purpose of identifying potentially contaminative land uses. In a second phase of the project from April 1999, SBC undertook the task of carrying out Preliminary Risk Assessments on the previously identified sites in order to prioritise for further work. In anticipation of the new regulations, an evaluation audit of information, held by different departments of the Council, was completed in August 2000. The first version of the Contaminated Land Strategy was published in May 2001, followed by the development of the Prioritisation Procedure, which resulted in a Priority List of sites requiring further investigation and risk assessment.

Following a significant change in legislation in 2006, Atkins was seconded to undertake a considerable review of the sites and update the existing Register at the time.

Subsequently, over the years, the records have been updated somewhat, to include some site investigations and remedial works carried out, but nothing close to the scale of the work carried out in 2006. Following that work, between 2009 and 2010, three sites were determined as Contaminated Land, and they were placed on the Public Register.

The Prioritisation Procedure has been revised for the purpose of the current Strategy Review, and it is based upon an assessment of risk from any land that may be contaminated. There are two principal aspects to the implementation of the Strategy:

1. Strategic Inspection (Risk Prioritisation): broad assessment and preliminary screening of land within the borough, in order to identify priority land for more detailed consideration; this will involve collation and assessment of desk-based information to identify any potential contaminant linkages.
2. Detailed Inspection: an in-depth appraisal of sites that have been assigned a high priority ranking, involving intrusive investigation and risk assessment, required in order to support Part 2A decisions.

1. Strategic Inspection

Stage 1: Preliminary Screening and Prioritisation

Previous work commenced with a systematic review of the available historical and contemporary mapping of the Borough. The initial stage of the Risk Prioritisation Procedure was based on the types of land/industrial uses the site had been subjected to (i.e. the source of contamination), and the sensitivity of potential receptor(s). For the purpose of the current review, no further datasets or historical mapping, were interrogated, thus no additional sites were added to the priority list. At this stage, the previously identified sites, plotted as point locations on the GIS, were explored in more detail in order to identify the correct boundary of the sites where these potential

sources of contamination were initially identified. As a result, the initial 1013-point locations on the priority sites list were converted to polygons, by reviewing the historical mapping and aerial photography from the relevant epochs.

The previously developed risk prioritisation model within the GeoEnviron database for the purposes of the Strategy will be used again in order to enable the update of the preliminary prioritisation and revise the site scores. The methodology is outlined in the appendices, and the existing priority list obtained by using the site 'risk scores' will be reviewed and updated as a result of this new Strategy. Different from the previous document, the current Strategy will not consider the sites with the highest scores (>100) for further assessment and investigation but will be dealt with via the Planning Regime. However, if the situation arises, special cases will be assessed and considered for pro-active investigation.

Stage 2: Re-prioritisation of Planning Sites

This stage will involve the reprioritisation of sites subject to development under the planning regime. Any information relating to planning will be reviewed to determine whether the site has been remediated prior to or during development. Historically sites may have been redeveloped, but not subject to full planning control for identifying and managing contamination. These sites may require further investigation to determine whether they are suitable for use, or whether they require additional remedial measures. As stated previously any sites that were developed prior to 1990 will be given a higher priority; as they are less likely to have benefited from a formalised risk assessment. For sites that have been subject to a planning application/approval post 1990, following the introduction of the Part 2A regime and the Town and Country Planning Act 1990 a 'Position Statement' will be produced. This statement will be shared with the planning enforcement team for possible consideration. However, further action may be required under Part 2A, which will require progress to Stage 3.

Stage 3: Preliminary Risk Assessment (PRA)

Sites carried forward from Stage 2 will be subject to an initial assessment of risk. This will take the form of a PRA or 'desk study' including a site walkover. The purpose of a desk study is to gain more information about the potential contaminant linkages identified during Stage 1. This involves finding out specific information about contamination pathways and receptors to enable a greater understanding of site conditions, including details of site boundaries, and a site visit. The desk study will involve a review of all the information/data already held by the Council; this may be in electronic format, on GIS or in hard copy/paper form. If the Council identifies any gaps in existing information which prevent decision-making, further documentary data will be sought and obtained from appropriate sources such as the Environment Agency, other statutory bodies or stakeholders. A site visit will often be limited to a visual inspection of the site carried out as a walkover exercise or viewing the site from its boundary. A standard checklist will be developed for this purpose, which will enable a consistent approach to carrying out desk-based research. This will then be used to develop a Conceptual Site Model, which will be used to inform whether further inspection is required or not.

Stage 4: Selection of Sites for Detailed Inspection

At this stage, an official Review Panel, made up of officers of the relevant parties in the Council (including the Legal Department), will determine the status of the site and any future actions. This decision will be made on the basis of the information gathered during the desk study, site walkover/visit and any sampling. Each member of the panel

will have undertaken a review of the desk study so that they are familiar with the site. The decision as to what course of action to take for each site should be based upon a consensus of opinion from all officers.

Following the review panel meeting a Part 2A Position Statement will be produced, which will include a summary of the information within the desk study and the decision-making process. If during Stage 3 more than one site is identified as requiring detailed inspection a decision will be taken, based on a case-by-case risk assessment, as to which is completed first. If during this stage a site is identified that appears to pose a significant or imminent risk to human health or the environment, then a decision should/will be taken as to whether the site should immediately undergo detailed inspection or remediation action. The decision will be taken in accordance with the Council's constitution and scheme of delegation to ensure suitable governance arrangements are in place.

2. Detailed Inspection

Following the Strategic Inspection, and initial Prioritisation Procedure, the Council will look to carry out in-depth appraisal of each site that has been classed as high risk, depending on capacity and resources. A scientific and technical assessment will be undertaken to determine whether, on the balance of probabilities, the land is statutory contaminated in accordance with the Statutory Guidance.

The assessment will have regard to any information and advice received from external organisations. The determination will also be made on the basis of any relevant guidance or standards and/or the ability of any existing management regime to prevent harm. The main objectives of the detailed inspection will, therefore, be:

- To enable an accurate and reasoned determination to be made;
- To identify any special sites;
- To engage any interested parties prior to determination whenever possible;

An Intrusive Investigation will only be considered when a significant pollutant linkage is likely, and there is no immediate plan for the site to be redeveloped, and thus the issues addressed via the Planning Application Process. If the Intrusive Site Investigation is planned to go ahead, the Council shall notify all the interested parties, and a specification of the intrusive investigation works will be prepared and presented to the Environment Agency. The Council will also consider any risk to the environment or sites of interest, arising from the proposed works. Where necessary, the Council will consult the appropriate organisations prior to any intrusive site investigation. The Council will also consider whether any compensation is payable under Paragraph 6 of Schedule 18 of the Environment Act 1995. Any party with a right to compensation will be notified accordingly. If the Council considers that a detailed inspection of a site is necessary, then it will have regard to the following issues:

a. Requirement for any consents/licences

Statutory undertakers and the Environment Agency will be consulted, following the liaison procedures, on the need for any consents and/or licenses.

b. Authorisation of inspections

The Authority will ensure that appropriate persons are authorised to carry out inspections in accordance with Section 108 on the Environment Act 1995. The

Authority will liaise fully with any neighbouring authority prior to any investigation of land within their area (section 78X (2)).

c. Health and safety requirements

The land- owner will be consulted regarding any specific health and safety requirements in relation to their site. The Authority will follow its own health and safety protocol, which shall include a health and safety risk assessment for any site investigation work. Contractors will be expected to comply with the Construction Design Management Regulations 1994.

d. Rights of Access

The Authority will endeavour to agree any access arrangements with the appropriate person wherever possible. It will ensure that it gives the occupiers/owners of residential properties at least seven days' notice. If access arrangements cannot be agreed, then The Authority will seek to obtain a warrant under Section 108(6) Schedule 18 of the Environment Act 1995.

2.1. Intrusive Site Investigation and Risk Assessment

When deciding to carry out intrusive investigation and risk assessment (or 'Generic Quantitative Risk Assessment' (GQRA) and 'Detailed Quantitative Risk Assessment' (DQRA)), the Council will prepare the relevant documents based on well-established and industry adopted good practice techniques. These techniques are well documented in various authoritative publications listed in the Reference section of this Strategy. Site investigation and risk assessments will be carried out in accordance with the guidance, good practice, technical procedures and relevant standards/criteria available at the time of the planned works. The purpose of an intrusive investigation is to collect sufficient information to better characterise actual or potential contaminant linkages at the site.

The intrusive site investigation may involve the excavation of trial pits, the drilling of boreholes and the installation of monitoring wells in order to allow sampling and subsequent chemical analysis of soils, water and gas/vapours. The level of investigation required will be decided on a site-specific basis and will be dictated by issues such as the number and nature of potential contaminant linkages at the site, local environmental sensitivities, the level of confidence required, the practicalities of investigation and cost implications.

Currently, there is no intention to actively carry out any intrusive investigations, as detailed above, but most of the prioritised sites will be dealt with via the Planning Application Procedure. However, if there are any urgent cases identified as part of the Priority List review, the Council may employ the services of an environmental consultant to carry out the work on their behalf. Any consultant would be selected following a procurement process in line with the Council financial regulations.

2.2. Risk Summaries & Site Categorisation

Following the outcome of the site investigation and risk assessment process the Council will assign all sites one of four categories if there are human health or controlled water receptors. This is in line with the Statutory Guidance. For assigning a risk category the following will be used:

- *Human Health*: The Prioritisation Procedure for Human Health will be used in order to produce a Risk Summary for all sites. The procedure document is available for viewing in the Appendices of the Strategy or downloading on the Council website.
- *Controlled Waters*: this is referenced in paragraphs 4.46 of the Statutory Guidance. The Prioritisation Procedure sets out how the Council will determine whether or not land is considered contaminated on grounds of ‘significant possibility of significant harm to human health’ or ‘SPOSH’. This procedure/process ensures that the decision-making process is consistent, transparent, and robust.

The table below shows the categories that sites may be allocated and the action likely to be taken by the council. These categories are derived from the Environmental Protection Act 1990: Part 2A Contaminated Land Statutory Guidance, April 2012. The Sites will be categorised based upon the information gathered at the initial prioritisation and if necessary, continue through to the remediation of the site. A site could move between categories as more information is obtained and risk assessments revised.

CATEGORY 1:	Site probably or certainly not suitable for present use and environmental setting. Contaminants probably or certainly present and likely to have unacceptable impact on key receptors. Urgent action needed in the short term.
CATEGORY 2:	Site may not be suitable for present use and environmental setting. Contaminants probably or certainly present and likely to have unacceptable impact on key receptors. Action may be needed in the medium term.
CATEGORY 3:	Site considered suitable for present use and environmental setting. Contaminants may be present but are unlikely to have unacceptable impact on key receptors. Action unlikely to be needed while the site remains in present use or otherwise remains undisturbed.
CATEGORY 4:	Site considered suitable for present use and environmental setting. Contaminants may be present but are very unlikely to have unacceptable impact on key targets. No action likely to be needed while the site remains in present use or otherwise remains undisturbed.

2.3. Further inspection

The collation of information is an iterative process, and each stage of detailed inspection may result in the need to acquire further information. This could be in the form of further desk-based research or a second stage of intrusive site investigation. If the Council is unable to obtain sufficient information within a reasonable period, then it will consider whether further investigation is necessary. In making this decision it will have regard to whether there is reasonable possibility of a contaminant linkage and whether the site is likely to be a special site.

3. Determination

Once the Council is satisfied that it has sufficient information on a site to fulfil the criteria of the definition of contaminated land, it will make a determination in the form of a written record. This will be done in accordance with the Statutory Guidance. The determination will be recorded, and it shall include the information prescribed in Section 5, 5.17-5.19 of the Statutory Guidance.

Prior to determination of land the Council will inform the interested parties including owner/occupiers of the land and any other person who appears to be liable to pay for remediation. Any legal determination of land will be postponed if the problem is dealt with on a voluntary basis, within appropriate standards and timescales.

Enforcing authorities have four main tasks in the event that Contaminated Land is determined:

- a. Establish who should bear responsibility for the remediation of the land (the "appropriate person" or persons);
- b. Decide, after consultation, what remediation is required in any individual case and to ensure that such remediation takes place. This can precede either through agreement with the appropriate person, or by serving a remediation notice on the appropriate person, if agreement is not possible. There are also certain circumstances, when the Council could carry out the work.
- c. Where the remediation notice is served, or the Authority itself carries out the work, to Council needs to determine who should bear what proportion of the liability for meeting the costs of the work.
- d. Record certain prescribed information about their regulatory actions on a Public Register. If the Council determines land as contaminated land, a Notification of Determination will be issued to the Environment Agency, and the owner/occupier and any appropriate persons. The Public Register should include the following information:
 - A description of the particular significant pollutant linkage, identifying all three components of pollutant, pathway and receptor;
 - A summary of the evidence upon which the determination is based;
 - A summary of the relevant assessment of this evidence;
 - A summary of the way in which the Authority considers that the requirements of the Regulations and accompanying guidance have been satisfied.

4. Revising and Reviewing the Priority List

The original Priority List was produced around 2002, shortly after the publication of the first Contaminated Land Strategy. That initial list of potentially contaminated land sites was further expanded during the work carried out to identify Part 2A sites, in Slough, then revised in 2009, but our consultant Atkins.

Since then, the lack of specific funds to carry out additional detailed inspection of the sites on the Priority list, has made it impossible to carry out such work pro-actively. Thus, it is best practice that further review of the Priority List is carried out in-house by the Contaminated Land Officer, at the same time as the Contaminated Land Strategy is due for a review, every 5/6 years.

There might be occasions, during this period in between revisions, when information may come to light, which leads to a site being reprioritised, or the inspection process being deemed necessary to be carried out at once. This may occur for a number of reasons, for example a site visit may show the presence of a specific receptor or contaminant, or the introduction of a pathway. Alternatively, a site may already be undergoing investigation and subsequent remediation via a different regulatory regime.

The rationale behind any reprioritisation or postponement of inspection will be recorded and the site readdressed in accordance with the adopted process. For example,

inspection of a site which is currently undergoing development may be placed on hold until the development is complete. The site will then be re-examined to ensure that the appropriate level of remediation has taken place, and the site is now 'suitable for use'.

Therefore, the status of the sites on the Priority list or any other specific sites of interest will need to be reviewed periodically (approx. every 5/6 years) by consulting the Planning history and any new information source can be taken into consideration and the risk amended accordingly.

Statutory Guidance specifies that enforcing authorities should seek to use Part 2A only where no appropriate alternative solution exists. The Council has adopted a proactive approach to the remediation of brownfield land through the planning regime and reactive approach to pollution incidents. The ability to respond to incidents which might cause land contamination rests with the Contaminated Land Officer.

Timescales and Review Mechanisms

Priorities

Within the legislation and guidance, to which the Council will be adhering, there is an emphasis on the prioritisation of effort and resources towards sites representing the greatest risk.

The Council's aims for dealing with contaminated land are to:

- Protect human health
- Protect controlled waters
- Protect designated ecosystems
- Prevent and protect against damage to property
- Prevent further contamination of land
- Manage future liabilities on council owned land
- Encourage and promote voluntary remediation
- Encourage and promote the reuse of existing brownfield sites

For other councils it could be possible to prioritise its program based on one or more of these issues. For Slough, however, most of the Borough is of an urban nature and almost the entire Borough is classified as a major aquifer with high groundwater vulnerability. In addition, with exception of some land at Langley and the Colne Valley settlements in the east of the Borough, the Borough is within the SPZs of several abstractions. Therefore, in the absence of being able to prioritise actions based on human health or controlled waters alone, procedures for the categorisation and scoring of sites against contamination potential, site sensitivity, geology, groundwater and surface water characteristics encompassing source, pathway and receptor issues was developed and will be implemented accordingly (Appendix A).

Where necessary, new sites, previously not considered will be considered, if and when the situation will be highlighted internally or by an external party, or via the Planning system.

Review mechanisms

The Part IIA legislation places a duty on local authorities to inspect their areas 'from time to time' for the purpose of identifying contaminated land. However, such inspections are not currently proposed as an activity part of the Contaminated Land Strategy. The present approach, due to limited funding opportunities, is to address any such sites under the Planning procedure. Thus, the majority of the investigation will take place retroactively, as and when a planning application is submitted, for the purpose of developing a site on the current list of Priority Sites, or if any relevant new sites are exposed during re-development. These sites will be the responsibility of the developer to be addressed, under the guidance of the Contaminated Land Officer.

There is also a need for review of the strategy itself to ensure that it remains effective and up to date.

Triggers for undertaking additional inspections

Currently, the Council has no schedule of carrying out site inspections in addition to those already completed between 2002 and 2004. However, the Council reserves its right to carry out or recommend such inspections if needed, under the following scenarios:

- Unforeseen events: which cannot be addressed by other environmental legislation and may include localised flooding, landslides, accidents, fires and spillages;
- Introduction of new receptors: such as the designation of a new protected ecosystem or housing development neighbouring or nearby the site;
- Unplanned changes in land use: where there is persistent unauthorised use of land by children or travellers, creating human receptors on a site which otherwise does not have a receptor to complete the pollutant linkage;
- Identification of localised health effects: where it becomes apparent that human health is being affected by a particular piece of land;
- In response to new information: which could come from other statutory bodies, from owners/ occupiers or appropriate persons, or other interested parties;
- Supporting voluntary remediation: where a potentially liable party wishes to undertake remedial action prior to inspection by the LA;
- Re-development: where a planning application is submitted, concerning a priority site or a site located within 250m of a potentially significant source of contamination previously identified.

Triggers for reviewing inspection decisions

There will be circumstances where changes in the condition or character of the site or surrounding land will prompt the Council to review the conclusions of a previous inspection. This would include situations as outlined in Section 9.4.1, but also where there were:

- Significant changes in legislation;
- Establishment of significant case law or other precedent; and
- Revision of guideline values for exposure assessment.

Transparent and consistent recording of decision-making will be ensured to allow for efficient review.

Review of the Strategy

The Council has a duty under Part 2A to keep the Strategy under periodic review to determine whether the objectives/priorities are being achieved, to revise and improve procedures, to take into account any changes in legislations and guidance, to consider the establishment of significant case law or precedent and to reflect changes in Council policies and strategies. It is the advice of the general guidance on Land Contamination to review the strategy approximately every five years, thus the next review is scheduled for no later than the end in 2030. This deadline shall be changed should relevant legislation or/and guidance be released, requiring and early review. If relevant information will require the update of any section of this Strategy, it is possible that suitable addendums will be incorporated into the document, without the need for a full review.

The review will be carried out by the Contaminated Land Officer (CLO), in consultation with other services across the Council as well as external organisations and neighbouring authorities where necessary. The Environment Agency, as part of their statutory duty under Part 2A, has to assess the Inspection Strategy and its effectiveness in their 'State of Contaminated Land in England report. Any suggested changes to the Strategy will then be reported, for approval to the Council. Details of all significant proposed changes will be sent to the various statutory consultees. Following the consultation period, the Strategy document will be revised. The changes to the Strategy will then be adopted and implemented.

Programme of action

Work Programme and Timescales for 2024-2030

The work programme and anticipated timescales for implementation of the revised Contaminated Land Strategy is outlined as follows:

No.	TASK	SCHEDULED
1	Review of all the existing information received via Planning since the last Prioritisation List review, regarding the 1023 sites on the list	2024
2	Carry out site walkover for the sites where this is necessary	2024-2025
3	Re-calculate each site scoring and update the GIS database	2025
4	Produce an updated risk rating for each of the site remaining on the list	2025
5	If relevant, re-assess the sites with a high-risk rating, and recommend for further investigation	2026

Communication and Information Management

General Liaison and Communication

External consultation partners

While the Council is the primary regulator for the implementation of Part IIA legislation, the Environment Agency (EA) also has a role as an enforcing authority. Therefore, in addition to being a statutory consultee for the development of the strategy, the EA has responsibilities to assist the Council. Close collaboration between the Council and the EA will be essential to align the duties of the two enforcing authorities.

In addition, the Part IIA legislation makes specific provision in certain defined cases for Local Authorities to consult with other statutory bodies that have a particular regulatory function and body of expertise relevant to contaminated land. For Slough Borough, these include:

- Natural England
- Public Health England
- Health and Safety Executive
- National House Building Council
- Internal communications

The current Strategy Review will not require elaborate internal review by any specific Department. However, the following will be permitted to comment should they wish to do so:

- Development Control
- Planning Policy
- Assets Management
- Legal Services

Following the adoption of the revised Strategy, any further communication and liaison will be carried out via email and the Council's Webpage.

Communicating with the wider community

Under Part IIA legislation, the Council is obliged to make provision for responding to information or complaints from members of the public, businesses and voluntary organisations. To facilitate general public participation the strategy will be made available for download from the Council's website. The Council may consider it appropriate to utilise one or more of its existing communication practices were communicating with large numbers of people instead of writing letters. This could include using the local newspaper, the local radio, the Press Office, presentations or exhibitions, Sector Forums, Parish Council meetings, public meetings and the Council's website. Specialist advice will need to be sought, should it be necessary, to communicate complex matters with members of the community whose first language may not be English.

The Council is aware of the need to avoid alarm and potential blight due to the creation of unnecessarily high perceptions of risks when communicating with the public about land contamination issues. The Council's statutory duties and the reasons for requiring further information will be clearly explained and all communication will be made in line with the guidance presented in the SNIFFER publication 'Communication Understanding of Contaminated Land Risks (2010)'. The Council recognises, however, that land use plays an important role in the community and that peoples' perceptions about the quality

of the land may affect their ability to enjoy their local environment. Effective communication is, therefore, essential in order to address any misconceptions and to ensure that people are fully informed. The expertise of the Council's communication team will be used to ensure that an effective and transparent communication process is adopted; Public Health England will also be contacted where appropriate along with the Environment Agency.

Information Management

Information management comprises of collection, evaluation, maintenance and review of data gathered as part of the Site Prioritisation Procedure. This is required should there ever be a need for the Council may need to defend its decisions and determinations of contaminated land. Thus, all the information arising from the investigation of potentially contaminated land was carefully logged and stored. The investigations produce a sizeable volume of information that required careful stewarding and management.

As part of this process, the Council has a duty to record and maintain some types of information, including complaints, voluntary information provision and the public register.

Data Collection (Geographical Information System)

Following the publication of the initial Contaminated Land Inspection Strategy in 2001, a considerable amount of information was collected and processed, using software provided by STM Environmental. The initial list of prioritised sites was processed using GeoEnviron, the database software provided by STM Environmental, and mapped using MapEagle, the Geographical Information System (GIS) software interlinked with the database. The information collected during the Strategic Inspection was used to identify all potential sources of contamination within the Borough based on any features identified on historical maps including mid-1800s, pre-war and post-war epochs. The information captured by this survey was digitised onto the GIS and a layer was created, named 'Potentially Contaminated Land sites (PCLs)' layer. Since its creation this layer has been continually updated and amended. In order to assist in the information management process, each site on the PCL layer has been allocated an individual site reference number (i.e. PCL0001).

The information held by the Council on individual sites typically varies from a single polygon on the PCL layer around an historical feature, to detailed site investigation reports and risk assessments that provide in-depth information on the characteristics of the site. Wherever information was available on each site it was used during the Prioritisation Process to assist in assigning the site an appropriate level of risk. All relevant information was logged within the GeoEnviron database, which is updated on a regular basis. The database is also supported by an electronic filing system, which holds all reporting as well as pertinent correspondence relating to planning consultations and Part 2A inspection.

The Public Register

Under the Part IIA regulations, the Council is required to maintain a Public Contaminated Land Register. This is not a register of all the information and documentation used in the investigation of potentially contaminated land. The regulations clearly specify the information that must be recorded in the register:

- A copy of the remediation notice;
- Details of appeals against remediation notices (including the decision judgements on them);

- Copies of remediation declarations, remediation statements and notifications of claimed remediation;
- Details of any appeals lodged against charging notices;
- Details of any land designated as a special site;
- Details of any convictions;

Therefore, entries into the Register will only be made where a remediation notice has been served as a result of implementation of the Part IIA legislation, or where voluntary remediation has been secured and a Remediation Statement produced. Hence, remedial actions resultant from planning controls will not be entered in the Register. The Public Register is available on the Councils website.

Public Access to Information

The Council acts in accordance with the requirements of the following statutes and regulations in making environmental information accessible to the public:

- Local Government (Access to Information) Act 1985
- Data Protection Act 1998
- Human Rights Act 1998
- Freedom of Information Act 2000
- Environmental Information Regulations 2004

For the majority of the above legislation, there are common exceptions to the right to access information. These generally refer to issues relating to national security, legal proceedings, breaches of statutory provision, confidentiality, work in the course of completion, personal information or issues which could following disclosure increase the likelihood of damage to the environment. In compliance with the above and also the requirements of the Contaminated Land (England) (Amendment) Regulations 2012, information held on the public register will be accessible by the public. These requirements will also be adhered to when carrying out Part 2A duties, which require disclosure of site-specific information. The data collected and logged within the GeoEnviron database is mainly incomplete or unverified and therefore certain site-specific information obtained during detailed inspection, will be treated as confidential. Part 3 12(4) (d) of the Environmental Information Regulations 2004 provides an exemption for incomplete data.

Environmental Searches

The Council routinely responds to requests for Environmental Searches from residents, solicitors and other interested parties, for information pertaining to property sales or development. There will be a minimum charge for requests, outside of general enquiries and enquiries concerning the Register. Additional fees in the form of an hourly rate will be imposed where collation of information is excessive. Where charges are to be levied, the person(s) or company making the enquiry will be informed of the likely cost prior to the commencement of work. The Council endeavours to respond to all requests within ten working days.

All Environmental Searches are recorded within the GeoEnviron database and are processed using the reporting tool within MapEagle. Responses issued will be based upon historical data and documentation available to the Environmental Quality Team. No guarantees are supplied as to the completeness or accuracy of the data provided. As a matter of course, the client is reminded that a response revealing no historical potentially contaminative uses equally does not guarantee that the land is free from contamination.

The client will be advised to make further enquiries in this respect to the EA, public Records Offices, and environmental consultants, for example.

All requests for information under the Environmental Information Regulations (2004) will be dealt with within the statutory timescale for response of 20 working days.

Local Land Charges

Under section 1 of the Land Charges Act 1972, the Local Land Charges keeps the following registers:

- a register of land charges;
- a register of pending actions and pending actions in bankruptcy;
- a register of writs and orders affecting land and writs and orders in bankruptcy;
- a register of deeds of arrangement affecting land;
- a register of annuities;

The Council responds to corporate contaminated land enquiries under Condition 29 (CON29) of the Environmental Information (Amendment) Regulations. Information pertaining to the actual determination of a site will not be released, until the Council is satisfied as to its status under Part 2A. It is hoped that this approach will avoid any unnecessary concerns about a site that may ultimately not be considered as being statutory contaminated land. Following the implementation of Part 2A and the requirement for each local authority to keep a public register of its regulatory activity, a question (3.12) referring to contaminated land has been added to the Form CON29 Enquiries of Local Authorities. The questions on this form are answered by the Local Land Charges team as part of the search carried out every time a property transaction takes place. Local Land Charges base their response to 3.12 on information provided by the Public Protection Service.

Complaints

In this context complaints refers to a member of the public, business, or community group protesting about the condition of a piece of land or water feature. This objection may be made in relation to land or water with which they have a direct or indirect connection.

All complainants may expect:

- Their complaint to be logged and recorded;
- The complaint to be acknowledged within 3 working days and investigated within 5 working days;
- To be kept informed of progress with the complaint towards a resolution;

Complaints regarding contaminated land will be dealt with through the Council's existing procedures. Investigating officers will undertake appropriate actions and enquiries considered necessary to resolve any complaint having regard to departmental procedures, statutory requirements and professional judgement. The appropriate level and nature of further investigation will be determined on a case-by-case basis and will be dependent on a number of factors including; the nature of the complaint, the initial findings and the amount of information already available and an assessment in the context of the overall inspection programme.

Anonymous complaints or information provided anonymously will be evaluated by an investigating officer. Appropriate action will be taken on the basis of the merits of the information received.

Appendices

Appendix A	Risk Prioritisation Strategy
Appendix B	Risk Assessment Summary
Appendix C	Categories of Significant Harm
Appendix D	Specific Receptors
Appendix E	Enforcement Policy
Appendix F	Glossary
Appendix G	References

Appendix A Risk Prioritisation Strategy

The risk score tables, and methodology was devised by MAPAC (a group of Local Authorities), the references listed, outline where Slough Borough Council obtained its information from.

Sources

Table 1.1. Land Use Classification	Risk Category	Risk Score
1. Asbestos Manufacture, abrasives and related products	High	50
2. Chemical works (organic & inorganic) Manufacture of cosmetics, bleaches, manure, fertilisers and pesticides, detergents, oil, organic based pharmaceuticals, other chemical products inc. glues, gelatine, recording tapes, photographic film. Dye, pigments. Paint, varnishes, printing inks, mastics sealants and creosote.		
3. Radioactive materials, processing and Disposal		
4. Gas works, coke works, coal carbonisation and similar sites. Production of gas from coal, lignite, oil or other carbonaceous material other than waste.		
5. Refuse and waste disposal sites, including hazardous wastes, incinerators, sanitary depots, drum and tank cleaning, solvent recovery.		
6. Oil refining and bulk storage of oil and petrol. Gasometers which are not gas works.		
Landfill Site - Known to be actively producing gas	High	40
7. Abattoirs and animal slaughtering: Animal products processing into animal by-products e.g. soap, candles & bones Works Tannery, leather goods and skinnery.		
8. Engineering (heavy and general). Manufacturing of distribution, telecoms, medical, metering and lighting. Manufacturing and repair inc. Ships, aerospace, rail engines and rolling stock. Heavy product manufacture - rolling and drawing of iron, steel and ferroalloys - inc. tube works. Manufacturing of electrical and electronic domestic appliances. Manufacture of cars, lorries, buses, motorcycles, bicycles Manufacturing of engines, buildings and general industrial machinery, including nuts & bolts, gas fittings, wire rope/cable and ordnance accessories		
9. Metal Smelting and refining Includes furnaces and forges, electroplating, galvanising and anodising. Ferro and aluminium alloys-manganese works, slag works.		
10. Civilian Manufacture & storage of weapons, ammunition, explosives & rockets including ordnance. All military establishments including fire ranges (if not specified as civilian)		
11. Recycling of metal waste inc. scrapyards and car breakers.		
12. Natural and synthetic rubber products including tyres and rubber products. Tar bitumen, linoleum, vinyl and asphalt works.		
13. Paper, card etc products (packaging).		

Pulp, paper, and cardboard manufacture.		
Underground Storage Tanks on Site		
Landfill Site- Strongly suspected to be producing gas, based on age and content of fill		
14. Airports and similar (Air and Space transport)	Medium	30
15. Concrete, ceramics, cement and plaster works Concrete, cement and lime & plaster products, also including solitary lime kilns Tableware and other ceramics		
16. Dry cleaning and laundries (large scale not high street)		
17. Flat glass products manufacture		
18. Photographic processing	Medium	30
19. Coal storage/depot. Coal mining (and the manufacture of coke and charcoal)- areas inc. associated surface activities in area & coal mine shafts.		
20. Electricity generation and distribution, including large transfer stations, power stations (excluding nuclear power stations). Batteries, accumulators, primary cells, electrical motors, generators and transformers.		
21. Printing of newspaper Printing works other than news print and bookbinding (usually excludes 'High Street')		
22. Railway Land, including yards and tracks (railway tracks up to 4 tracks wide or 30m)		
23. Sale of automotive fuel. Road fuelling, transport depots, road haulage and commercial vehicle fuelling, local authority yards and depots. Repairs and sales of cars & bikes, parts and motorway services.		
24. Sewage treatment works. Sewerage, septic tanks, effluent - including all filter beds.		
25. Textiles manufacturing-natural and man-made textile manufacture and products including hemp rope and linoleum.		
26. Timber treatment works and manufacturing. Sawmills, planing and impregnation, wood products, telegraph works, timber yard i.e. veneer		
27. Computers, office machinery, business/industrial electrical goods. Insulated wire and cable for electrical/ tel purposes		
Landfill Site -gas production is possible, based on historical map evidence of infilled quarry, water body or other void.		
Default: setting where information is absent about a site of landfill		
28. Plastic products manufacture, moulding and extrusion: building materials, fibreglass, resins and products. Manufacturing of tar, bitumen and asphalt	Medium/ Low	20
29: Dockyards and Wharves. Boat-building, wharf and quays, cargo/transport handling facilities - marine or inland		
30. Brewing and Malting. Spirit distilling & compounding. Major food processing includes large dairies. Exceptional large-scale corn/flour milling.		
31. Constructional steelwork, metal structures and products & building materials		
32. Cemetery, modem burial grounds and graveyard		
33. Hospitals including sanatoriums but not lunatic asylums		

Landfill Site - gas production unlikely, based on available information and age and content of fill		
None of the above uses noted -enter a suitable score based on knowledge about the land uses on site.	Enter	Enter

The above groups are based on the DoE Industry Profiles 1996 The information to derive a risk score is based on:

- current and historical Ordnance Survey mapping,
- Trade Directory entries from 1830 through to 1970,
- aerial photographs from 1940 through to 1996,
- oblique aerial photos from 1965,
- environmental health records,
- the petroleum licensing register,
- disused fuel UST register.
- planning records,

Table 1.2. Risk Evidence	Risk Score
Controlled Risks -Satisfactory remediation undertaken on site	0.1
Site file exists, but contains satisfactory evidence that the site is not a source	0.2
Remediation undertaken on site - 1990 or later	0.4
Remediation undertaken on site -pre- 1990	0.6
No Evidence of Control of Risks - no information either way: default setting	1.0

Information obtained from our own site files.

Pathways

Table 2.1. Solid Geology	Risk Score
Low Risk e.g. low permeability solid rock	1
Medium/low risk	2
Medium risk	3
Medium/high Risk	4
High Risk -e.g. permeable, fractured or fissured rock: Default	5

Information is from the British Geological Surveys digitised geological layer. All of Slough Solid Geology falls within 3 strata's, London Clay (Low Risk), Lambeth Group (Medium/low Risk) and Chalk (High Risk)

Table 2.2. Drift Geology	Risk Score
Low Risk e.g. predominantly deep clay	1
Medium/low risk	2
Medium risk	3
Medium/high Risk	4
High Risk: Also, default	5

Information is from the British Geological Surveys digitised geological layer. Most of Slough falls within the medium risk group because of the sand and gravel aquifers.

Table 2.3. Mining, drainage and services	Risk Score
No drainage, services (including culverted rivers), wells or suspected mining/quarrying activities across the site	1
The presence of drainage, services (including culverted rivers), wells or suspected mining/quarrying activities across site is unlikely given the historical use of the site	2
The presence of drainage, services (including culverted rivers), wells or suspected mining/quarrying activities across site is possible given the historical use of the site	3
The presence of drainage, services (including culverted rivers), wells or suspected mining/quarrying activities across site is likely given the historical use of the site	4
The presence of drainage, services (including culverted rivers), wells or suspected mining/quarrying activities within parts of the site where contamination is believed to be present	5

Information has been obtained from site files, historical and present day maps and aerial photographs.

Table 2.4. Accessibility to site surface	Risk Score
Concrete hardstanding, car parking or derelict buildings on site	1
Concrete hardstanding, car parking and buildings that are occupied. Or: Gravel, bare soil or other soft surface areas, where public access is restricted by secure perimeter fencing (ideally signposted)	2
Gravel, bare soil or other soft surface areas: The land may be in partial or full use, but site occupiers are probably <i>seldom present</i> in those areas. Public access is generally restricted by some form of fencing, possibly signposted	3
Gravel, bare soil or other soft surface areas: Access onto private land is inadequately restricted (incomplete or broken fencing). Public open space, unrestricted access.	6
Gravel, bare soil or other soft surface areas: Part of all of the land is fully in use and site occupiers are probably <i>often or normally present</i> in those areas.	10

Information has been obtained from present aerial photographs (2000)

Receptors

Table 3.1 People: present day occupation of site and adjacent land	Risk Score
50-250m Outdoor industrial or commercial yards	5
0-50m Outdoor industrial or commercial yards	10
50-250m Industrial or factory buildings, well-vented or open sided	20
On site Outdoor industrial or commercial yards	40
0-50m Industrial or factory buildings, well-vented or open sided	50
On site Industrial or factory buildings, well-vented or open sided	55
50-250m Office, leisure, commercial/retail buildings (LFG risks) Public Open Space for recreational use (c/1risks) Agricultural land and buildings (c/1and LFG risks)	60
50-250m Schools, nurseries, hospitals, institutional buildings (LFG risks)	70
50-250m Managed housing with gardens (c/1and LFG risks) Managed housing no gardens (LFG risks) Private domestic dwellings with gardens (c/1and LFG risks) Private domestic dwellings no gardens (LFG risks) Allotments (c/1risks)	80
0-50m Office, leisure, commercial/retail buildings (LFG risks) Public Open Space for recreational use (c/1risks) Agricultural land and buildings (c/1and LFG risks)	90
On site Office, leisure, commercial/retail buildings (LFG risks) Public Open Space for recreational use (c/1risks) Agricultural land and buildings (c/1 and LFG risks)	170
0-50m Schools, nurseries, hospitals, institutional buildings (LFG risks)	190
0-50m Managed housing with gardens (c/1 and LFG risks) Managed housing no gardens (LFG risks) Private domestic dwellings with gardens (c/1and LFG risks) Private domestic dwellings no gardens (LFG risks) Allotments (ell risks)	Enter
On site Schools, nurseries, hospitals, institutional buildings	190
On site Managed housing with gardens (c/1and LFG risks) Managed housing no gardens (LFG risks) Private domestic dwellings with gardens (c/1and LFG risks) Private domestic dwellings no gardens (LFG risks) Allotments (c/1risks)	Enter
None of the above noted - enter a suitable score, or Low Risk (i.e. derelict sites)	Enter

Information has come from Aerial photographs and the Environmental Services site files.

Table 3.2. Natural Environment	Risk Score
No designations	1
50-250m Sites of Biological Importance (SBI) designated by the Local Authority	2
50-250m Statutorily Designated Sites (e.g. SSSI)	3
0-50m Sites of Biological Importance (SBI) designated by the Local Authority	10
On site Sites of Biological Importance (SBI) designated by the Local Authority	15
0-50m Statutorily Designated Sites (e.g. SSSI)	20
On site Statutorily Designated Sites (e.g. SSSI)	25
Uncertainty – seek specialist advice (English Nature)	Enter

Information has come from the January 1999 Local Plan For Slough Map.

Table 3.3. Property/Heritage Sites: Present day occupation of site	Risk Score
No Designation	1
Sites within conservation areas Other sites and monuments recorded by the Local Authority Wild animals that are the subject of shooting or fishing rights	4
Ancient monuments, archaeological sites, listed buildings (all categories) Owned or domesticated animals	6
Produce grown domestically, or on allotments, for consumption, including timber	8
Uncertainty - seek specialist advice (English Heritage)	Enter

Information has come from those listed in the Contaminated Land Strategy May 2001.

Table 3.4. Surface water courses on site and adjacent land	Risk Score
No surface waters No surface water abstractions for any purpose within 1000m of the site	1
50-250m River with Classification D, E or F (Long term RQO = RE3 or RE4) Pond, lake or reservoir	5
50-250m River with Classification A, B or C (Long term RQO = RE2 or better) Any Surface water abstraction between 500 & 1000m downstream from the site	6
0-50m River with Classification D, E or F (Long term RQO = RE3 or RE4) Pond, lake or reservoir	13
0-50m River with Classification A, B or C (Long term RQO = RE2 or better) Any surface water abstraction for drinking water less than 500m downstream from the site	16
On-site River with Classification D, E or F (Long term RQO = RE3 or RE4) Pond, lake or reservoir	22
On-site River with Classification A, B or C (Long term RQO = RE2 or better) Any surface water abstraction from the site or immediately adjacent to the site	25
Uncertainty -seek specialised advice from the EA	Enter

Information has come from Environment Agency Digital Data (2000)

Table 3.5 Groundwater and vulnerability and SPZs	Risk Score
Non Aquifer	1
Minor Aquifer - low risk	5
Major Aquifer - low risk Minor Aquifer - medium risk Zone III (Total Catchment)	8
Zone II (Outer Source Protection Zone) Major Aquifer - medium risk Minor Aquifer - high risk	15
Zone I (Inner Source Protection Zone) Major Aquifer - high risk	25
Uncertainty - seek specialist advice from the EA	Enter

Information has come from local knowledge of the area and geology, unfortunately was unable to locate a copy of the NRA Groundwater Vulnerability Maps. The SPZ data has come from the digital information provided by the Environment Agency (2000).

Formula for deriving the total risk score

	Risk Scoring Tables	Score
Sources	Land Use Assessment & Classification Table 1.1	S1.1
	Risk Evidence Table 1.2	S1.2
Pathways	Solid Geology Table 2.1	S2.1
	Drift Geology Table 2.2	S2.2
	Mines, drains and services Table 2.3	S2.3
	Accessibility to site surface Table 2.4	S2.4
Receptors	People: present day occupation Table 3.1	S3.1
	Natural Environment Table 3.2	S3.2
	Heritage sites Table 3.3	S3.3
	Surface water Table 3.4	S3.4
	Groundwater and SPZ Table 3.5	S3.5

Grand Total = (S1.1 x S1.2) x (S2.1 + S2.2 + S2.3 + S2.4 + S3.1 + S3.2 + S3.3 + S3.4 + S3.5)

Appendix B Risk Assessment Summary

Risk Category	Action Required	Further Work Required	Notes
Category 1 High risk	Site probably or certainly not suitable for present use and environmental setting. Contaminants probably or certainly present and likely to have unacceptable impact on key receptors. Urgent action needed in the short term.	A more intensive desk study will need to be made. This should be carried out in conjunction with a site walkover and an intrusive investigation, where appropriate.	Sites that have been assessed as this category require URGENT action. Any site may be downgraded on further investigation.
Category 1(2) High (to Medium) risk	Site probably or certainly not suitable for present use and environmental setting. Contaminants probably or certainly present and likely to have unacceptable impact on key receptors. Urgent action needed in the short term.	None at present as no sites have so far been identified with this risk rating.	Sites that have been identified and not risk assessed at the present time may merit a rating at this category. If the remaining sites are assessed these may be identified and require URGENT action. These sites may need to be upgraded following further investigation
Category 2(1) Medium (to High) risk	Sites that have been assessed as potentially presenting this category of risk will need to be assessed to determine whether they are of Category 1 OR Category 2. The action required can then be stipulated	A more intensive desk study will need to be made. This should be carried out in conjunction with a site walkover and where appropriate, an intrusive site investigation.	Sites that are presently assessed as being at this category may be upgraded on further investigation and they will then have the potential to require URGENT action. These sites may also need to be downgraded following further investigation.
Category 2 Medium risk	Site may not be suitable for present use and environmental setting. Contaminants probably or certainly present and likely to have unacceptable impact on key receptors. Action may be needed in the medium term.	A more intensive desk study will need to be made. This should be carried out in conjunction with a site walkover and where appropriate, an intrusive site investigation.	These sites may be upgraded or downgraded following this further investigation.

Category 2(3) Medium (to Low) risk	Sites that have been assessed as potentially presenting this category of risk will need to be assessed to determine whether they are of Category 2 OR Category 3. The action required can then be stipulated.	A more intensive desk study will need to be made. This should be carried out in conjunction with a site walkover. Where this is inconclusive an intrusive site investigation may be required	These sites may be upgraded or downgraded following this further investigation.
Category 3(2) Low (to Medium) risk	Sites that have been assessed as potentially presenting this category of risk will need to be assessed to determine whether they are of Category 3 OR Category 2. The action required can then be stipulated.	A more intensive desk study will need to be made. This should be carried out in conjunction with a site walkover. Where this is inconclusive an intrusive site investigation may be required	These sites may need to be upgraded or downgraded following this further investigation.
Category 3 Low risk	Site considered suitable for present use and environmental setting. Contaminants may be present but are unlikely to have unacceptable impact on key receptors. Action unlikely to be needed while the site remains in present use or otherwise remains undisturbed.	These sites may require a more intensive desk study in the medium term.	Any site may need to be upgraded or downgraded following this further investigation.
Category 3(4) Low (to Very Low) risk	Sites that have been assessed as potentially presenting this category of risk will need to be assessed to determine whether they are of Category 3 OR Category 4. The action required can then be stipulated.	These sites may require a more intensive desk study.	Any site may need to be upgraded or downgraded following this further investigation.
Category 4(3) Very Low (to Low) risk	Sites that have been assessed as potentially presenting this category of risk will need to be assessed to determine whether they are of Category 4 OR Category 3. The action required can then be stipulated.	These sites may require a more intensive desk study.	Any site may need to be upgraded or downgraded following this further investigation.

Category 4 Very Low risk	Site considered suitable for present use and environmental setting. Contaminants may be present but are very unlikely to have unacceptable impact on key targets. No action likely to be needed while the site remains in present use or otherwise remains undisturbed.	These sites may require some further confirmation work in the medium to long term.	Any site may need to be upgraded following this further investigation.
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Appendix C Categories of significant harm

Table A Categories of significant harm	
Type of Receptor	Description of harm to that type of receptor that is to be regarded as significant harm
<p>1. Human beings</p>	<p>Death, disease, serious injury, genetic mutation, birth defects or the impairment of reproductive functions</p> <p>For these purposes, disease is to be taken to mean an unhealthy condition of the body or a part of it and can include, for example, cancer, liver dysfunction or extensive skin ailments. Mental dysfunction is included only in so far as it is attributable to the effects of a pollutant on the body of the person concerned.</p> <p>The description of significant harm is referred to as a “human health effect”.</p>
<p>2. Any ecological system, or living organism forming part of such a system, within a location which is:</p> <ul style="list-style-type: none"> • An area notified as an area of special scientific interest under section 28 of the Wildlife and Countryside Act 1981; • Any land declared a national nature reserve under section 35 of that Act; • Any area designated as a marine nature reserve under section 36 of that Act; • An area of special protection for birds established under section 3 of that Act; • Any European Site within the meaning of Regulation 10 of the Conservation (Natural Habitats etc) Regulation 1994 (i.e. Special Areas of Conservation and Special Protection Areas); • Any candidate Special Areas of Conservation or potential Protection Areas given equivalent protection; • Any habitat or site afforded policy protection under paragraph 13 of Planning Policy Guidance Note 9 (PPG9) on nature conservation (i.e. candidate Special 	<p>For any protected location:</p> <ul style="list-style-type: none"> • Harm which results in an irreversible adverse change, or in some other substantial adverse change, in the functioning of the ecological system within any substantial part of that location; or • Harm which effects any species of special interest within that location and which endangers the long term maintenance of the population of that species at that location. <p>In addition, in the case of a protected location which is a European Site (or a candidate Special area of Conservation or a potential Special Protection Area), harm which is incompatible with the favourable conservation status of natural habitats at that location.</p> <p>In determining what constitutes such harm, the local authority should have regard to the advice of English Nature and to the requirements of the Conservation (Natural Habitats etc) Regulations 1994.</p> <p>This description of significant harm is referred to as an “ecological system effect”.</p>

<p>Protection Areas and listed Ramsar sites; or</p> <ul style="list-style-type: none"> Any nature reserve established under section 21 of the National Parks and Access to the Countryside Act 1949. 	
<p>3. Property in the form of:</p> <ul style="list-style-type: none"> Crops. Including timber; Produce grown domestically, or on allotments, for consumption; Livestock; Other owned or domesticated animals; Wild animals which are the subject of shooting or fishing rights. 	<p>For crops, a substantial diminution in yield or other substantial loss in their value resulting from death, disease or other physical damage. For domestic pets, death, serious disease or serious physical damage. For other property in this category, a substantial loss in its value resulting from death, disease or other serious physical damage.</p> <p>The local authority should regard a substantial loss in value as occurring only when a substantial proportion of the animals or crops are dead or otherwise no longer fit for their intended purpose. Food should be regarded as being no longer fit for purpose when it fails to comply with the provisions of the Food Safety Act 1990. Where a diminution in yield or loss in value is caused by a pollutant linkage, a 20% diminution or loss should be regarded as a benchmark for what constitutes a substantial diminution or loss.</p> <p>This description of significant harm is referred to as an “animal or crop effect”</p>
<p>4. Property in the form of buildings:</p> <p>For this purpose, “building” means any structure or erection, and any part of a building including any part below ground level, but does not include plant or machinery comprised in a building.</p>	<p>Structural failure, substantial damage or substantial interference with any right of occupation. For this purpose, the local authority should regard substantial damage or substantial interference as occurring when any part of the building ceases to be capable of being used for the purpose for which it is or was intended.</p> <p>Additionally, in the case of a scheduled Ancient Monument, substantial damage should be regarded as occurring when the damage significantly impairs the historic, architectural, traditional, artistic or archaeological interest by reason of which the monument was scheduled.</p> <p>This description of significant harm is referred to as a “building effect”.</p>

Table B Significant Possibility of Significant Harm	
<p>1. Human health effects arising from:</p> <ul style="list-style-type: none"> • The intake of a contaminant, or • Other direct bodily contact with a contaminant. 	<p>If the amount of the pollutant linkage in question:</p> <ul style="list-style-type: none"> • Which a human receptor in that linkage might take in, or • To which such a human might otherwise be exposed, <p>As a result of the pathway in that linkage, would represent an unacceptable intake or direct bodily contact, assessed on the basis of relevant information on the toxicological properties of that pollutant.</p> <p>Such an assessment should take into account:</p> <ul style="list-style-type: none"> • The likely total intake of, or exposure to, the substance or substances which form the pollutant, from all sources including that from the pollutant linkage in question; • The relative contribution of the pollutant linkage in question to the likely aggregate intake of, or exposure to, the relevant substance or substances; and • The duration of an intake or exposure resulting from the pollutant linkage in question. • The question of whether an intake or exposure is unacceptable is independent of the number of people who might experience or be affected by that intake or exposure. <p>Toxicological properties should be taken to include carcinogenic, mutagenic, teratogenic, pathogenic, endocrine-disrupting and other similar properties.</p>
<p>2. All other human health effects (particularly by way of explosion or fire).</p>	<p>If the probability, or frequency, of occurrence of significant harm of that description is unacceptable, assessed on the basis of relevant information concerning:</p> <ul style="list-style-type: none"> • that type of pollutant linkage, or • that type of significant harm arising from other causes. <p>In making such an assessment, the local authority should take into account the levels of risk which have been judged unacceptable in other similar contexts and should give particular weight to cases where the pollutant linkage might cause significant harm which:</p> <ul style="list-style-type: none"> • would be irreversible or incapable of being treated; • would affect a substantial number of people; • would result from a single incident such as a fire or an explosion; or • would be likely to result from a short-term (that is, less than 24-hour) exposure to a pollutant.
<p>3. All ecological system effects.</p>	<p>If either:</p> <ul style="list-style-type: none"> • significant harm of that description is more likely than not to result from the pollutant linkage in question; or • there is a reasonable possibility of significant harm of that description being caused, and if that harm were to occur, it would result in such a degree of damage to features of special interest at the location in question

	<p>that they would be beyond any practicable possibility of restoration.</p> <p>Any assessment made for these purposes should take into account relevant information for that type of pollutant linkage, particularly in relation to the ecotoxicological effects of that pollutant.</p>
<p>4. All animal and crop effects.</p>	<p>If significant harm of that description is more likely than not to result from the pollutant linkage in question, taking into account relevant information for that type of pollutant linkage, particularly in relation to the ecotoxicological effects of that pollutant.</p>
<p>5. All building affects</p>	<p>If significant harm of that description is more likely than not to result from the pollutant linkage in question during the expected economic life of the building (or, in the case of a scheduled Ancient Monument, the foreseeable future), taking into account relevant information for that type of pollutant linkage.</p>

Appendix D Local Receptors

Listed Buildings in Slough Borough

	Location	Grade	Property Description
1	Albert Street (north side)	II	Beech House, Oak House and Linden House at Upton Hospital
2	Albert Street west side)	II	No 140 (The Red Cow PH)
3	Bath Road (north side)	II	The Three Tuns Inn
4	Bath Road (south side)	II	Milestone at SU 9412 8097
5	Bath Road (south west side)	II	Milestone at SU 9556 8054
6	Bath Road (south side)	II	Milestone at SU 9707 8005
7	Bath Road, Colnbrook (south west side)	II	Water pump approx. 75 yards east of Punchbowl Inn
8	Bath Road/ Park Street, Colnbrook	II*	Nos 1 to 6 King John's Palace (south west side)
9	Bath Road/ Park Street, Colnbrook	II	Barn to King John's Palace (south west side)
10	Bath Road/ Park Street, Colnbrook	II	Star & garter PH (south west side)
11	Bath Road/ Park Street, Colnbrook	II	Nos 1,2 and 3 Park Street (north east side)
12	Bath Road/ Park Street, Colnbrook	II	Badmington House and Post Office (north east side) adj Freestone House and Hampton House
13	Bath Road/ Park Street, Colnbrook	II	Fairmead and The Haven (north east side)
14	Bath Road/ Park Street, Colnbrook	II	Abington (north east side)
15	Bath Road/ Park Street, Colnbrook	II	Kenilworth House and adjoining (north east side) house
16	Bath Road/ Park Street, Colnbrook	II	Former White Hart PH (north east side)
17	Bath Road/ Park Street, Colnbrook	II	Colne Cottage (north east side)
18	Bridge Street, Colnbrook	II	Aberdeen House
19	Bridge Street, Colnbrook	II	Barn to rear of Aberdeen House
20	Brunel Way (north side)	II	Slough Station Booking Hall, Booking Office and Travel Centre
21	Brunel Way (north side)	II	Island Platform building, approx. 25 m to north of Slough Station Booking Hall, Booking Office and Travel Centre
22	Church Lane (south side)	II	The Old Corner House
23	Church Street, Chalvey (south side)	II*	Church of St Peter
24	Church Street (west side)	II*	Church of St Mary
25	Church Street (west side)	II	Wall, Gate Piers and gates approx 5 m to east of Church of St Mary
26	Cippenham Lane (south side)	II	The Long Barn PH
27	Cippenham Lane (south side)	II	Barn approx. 10 m to east of Long Barn PH
28	Cippenham Lane (south side)	II	Barn approx. 40 m to south west of Long Barn PH
29	Cippenham Lane (south side)	II	Cippenham Lodge Nos 1 to 5
30	Cippenham Lane (south side)	II	Wall at Cippenham Lodge
31	Common Road (north side)	II	Manor Farmhouse

32	High Street, Colnbrook (north side)	II	The Red Lion PH
33	High Street, Colnbrook (north side)	II	Ayres House (BT & G Winston premises)
34	High Street, Colnbrook (north side)	II	No 34
35	High Street, Colnbrook (north side)	II	Lucas (Newsagent)
36	High Street, Colnbrook (north side)	II	Milestone outside No 3 Milestone Cottages
37	High Street, Colnbrook (north side)	II	Park House and Ye Olde George PH
38	High Street, Colnbrook (south side)	II	No 110 and House adjoining to West (Anthonys [79] Ltd)
39	High Street, Colnbrook (south side)	II	The Ostrich PH
40	High Street, Colnbrook (south side)	II	Town House
41	High Street, Colnbrook (south side)	II	Excelsior House
42	High Street, Colnbrook	II	Former Royle Standard PH (D Gaywood and former AC Edwards premises) and house adjoining to west
43	High Street, Langley (north side)	II	The Harrow PH
44	High Street, Slough (south side)	II	Nos 312 (Rose & Crown PH) and 314 (Tony's Grill Café)
45	Langley Road (north side)	II	West Block & Chapel at St Bernard's Convent
46	Langley Road (north side)	II	Wall adjoining Langley Hall to South
47	London Road (south side)	II	Milestone at SU 9999 7881
48	London Road	II	Milestone at TQ 0137 7793
49	Lower Cippenham Lane (south west side)	II	Cippenham Place (formerly listed as No 59 the Old House)
50	Mill Street, Colnbrook	II	Mill House and Tanhouse farmhouse JR Swanston Plant & Eng (Longford) Ltd
51	Mill Street, Colnbrook	II	Barn at Tanhouse Farm to south east of the farmhouse
52	Poyle Manor Lane	II	City Post
53	Poyle Road (west side)	II	Poyle Farmhouse
54	Poyle Road (east side)	II	The Hollies
55	Railway Terrace (south side)	II	Slough Station Area Manager's Office, traffic assistant's office & Red Star parcels office
56	St Mary's Road (west side)	II	The Red Lion PH
57	St Mary's Road (east side)	II*	Nos 2, 4, 6 and 8
58	St Mary's Road (east side)	I	Church of St Mary
59	St Mary's Road (east side)	II	Chest Tomb approx. 36 m to north of North Aisle of Church of St Mary
60	St Mary's Road (east side)	II	Ive Tomb approx. 3 m to north of North Aisle of Church of St Mary
61	St Mary's Road (east side)	II	Houblone Tomb approx. 1 m to north of North Aisle of Church of St Mary
62	St Mary's Road (east side)	II	Seymour Tomb adjoining South Transeptal Chapel of Church of St Mary to South
63	St Mary's Road (east side)	II	Webb Tomb approx. 12 m to south west of Nave of Church of St Mary
64	St Mary's Road (east side)	II*	No.s 12, 14, 16, 18, 20, & 22 (formerly listed as New Alms Houses)
65	Station Road (west side)	II	Langley Hall
66	Station Road (west side)	II	Wall approx. 5 m to east of Langley Hall
67	Station Road (west side)	II	Wall approx. 20 m to north west of Langley Hall
68	Stoke Poges Lane (west side)	I	Baylis House including Forecourt Walls and Pavilions adjoining to north east
69	Stoke Poges Lane (west side)	I	Former Service Block adjoining Baylis House to north east

70	Stoke Poges Lane (west side)	I	Godolphin Court approx. 40 metres to north of Baylis House
71	Stoke Poges Lane (west side)	II	Coach House and adjoining outbuildings approximately 10 metres to north west of Baylis House
72	Stoke Poges Lane (west side)	II	Wall and Gatepiers adjoining North East Forecourt Wall and Pavilion to Baylis House to North East
73	Stoke Poges Lane (west side)	II	Wall adjoining South East Forecourt Wall and Pavilion to Baylis House to North east
74	Stoke Poges Lane (west side)	II	Wall, Gatepiers and Gates adjoining South East Forecourt Wall to Baylis House to South East
75	Stoke Poges Lane (west side)	II	Wall, Gatepiers and Gates adjoining Baylis House to South East
76	Stoke Poges Lane (west side)	II	Wall and Gatepiers adjoining Baylis House to North West
77	Tithe Court (west side)	II	Granary at TQ 0126 7883
78	Upton Court Road (south side)	I	Church of St Laurence
79	Upton Court Road (south side)	II	Chest Tomb approx. 3 m to north of Chancel of Church of St Laurence
80	Upton Court Road (south side)	II	Fryer Tomb approx. 6 m to south of Chancel of Church of St Laurence
81	Upton Court Road (south side)	II	Pitt Tomb approx. 13 m to south of Chancel of Church of St Laurence
82	Upton Court Road (south side)	II	Ramsden Tomb approx. 18 m to south of Chancel of Church of St Laurence
83	Upton Court Road (south side)	II	Style Tomb approx. 8 m to south of South Aisle of Church of St Laurence
84	Upton Court Road (south side)	II	Style Tomb approx. 13 m to south of South Aisle of Church of St Laurence
85	Upton Court Road (south side)	II	Style Tomb approx. 11 m to south of South Aisle of Church of St Laurence
86	Upton Court Road (south side)	II	Chest Tomb approx. 6 m to south west of South Aisle of Church of St Laurence
87	Upton Court Road (south side)	II	Nash Tomb approx. 12 m to south west of South Aisle of Church of St Laurence
88	Upton Court Road (south side)	II*	Upton Court
89	Upton Court Road (north west side)	II	No 74
90	Vicarage Way, Colnbrook	II	Church of St Thomas
91	Vicarage Way, Colnbrook	II	Old School House
92	Vicarage Way, Colnbrook	II	St Thomas's Vicarage
93	Vicarage Way, Colnbrook	II	Former School (now Colnbrook Youth Centre)
94	Wellington Street (south side)	II	Church of Our Lady Immaculate and St Ethelbert
95	Wellington Street (south side)	II	St Ethelbert's Presbytery
96	Wexham Road (east side)	II	Tudor Cottage

Locally Listed Buildings

Wheatsheaf PH	Albert Street
Alpha Arms PH	Alpha Street
Bingo Hall	Bath Road
Slough Borough Council Nursery	28 Bath Road
Slough Borough Council Town Hall	Bath Road
Windmill PH	Bath Road
Salt Hill Mansions	Bath Road
190-208	Bath Road
329	Bath Road
Slough Trading Estate Marker Post	Burnham Lane/ Buckingham Avenue
Foresters PH	Chalvey Road West
1, 2 and 3 Wexham Cottages	Church Lane
South Lodge	Church Lane
Barn, Garage block and Farm House, Wexham Court Primary School	Church Lane
1-3	Church Street
Coachmakers Arms PH	5 Church Street
Cippenham Court	Cippenham Lane
Chalvey Youth and Community Centre	Darvills Lane
Cippenham Middle School	Elmshott Lane
Garibaldi PH	The Green
Herschel Arms PH	Herschel Street
Pitchers PH	High Street, Slough
98-100	High Street, Slough
102-104	High Street, Slough
112-114	High Street, Slough
124	High Street, Slough
125-133	High Street, Slough
126-130	High Street, Slough
132	High Street, Slough
134	High Street, Slough
136-144	High Street, Slough
146-148	High Street, Slough
194-198	High Street, Slough
200-202	High Street, Slough
Pickled Newt PH	228 High Street, Slough
283-299 and 311-321	High Street, Slough
Methodist Church	Ledgers Road
MAFF Laboratory	London Road
Swan PH	Lower Cippenham Lane
Barleycorn PH	Lower Cippenham Lane
King's Head PH	Lower Cippenham Lane
1-7	Mackenzie Street
Nos 7, 15-33 and 41-45	Mill Stream
16-18	Mill Street
Queen of England PH	Park Street
9-21	Park Street
Education Centre	Queens Road
Burnham Station	Station Road

Langley Station	Station Road
Printer's Devil PH	Stoke Road
Leopold Coffee House	21 Stoke Road
Gilliat Hall	Stoke Road
Littledown Primary School	Stoke Road
Horlicks Factory	Stoke Poges Lane
81	Sussex Place (Ivy Lodge)
93-95	Sussex Place
Wexham Lodge	Wexham Road
Wexham Post Office	Wexham Road
Day Centre	William Street
Prudential Building	William Street
12-14	Windsor Road
O'Neills Public House	Windsor Road
South Bucks District Council Offices	Windsor Road
3-5	Yew Tree Road

Appendix E Enforcement Policy

[SBC Corporate Enforcement Policy March 2020 FINAL \(slough.gov.uk\)](https://www.slough.gov.uk)

Appendix F Glossary

AONB	Area of Outstanding Natural Beauty
Appropriate Person(s)	An appropriate person is any person who is, determined in accordance with Section 78F, to bear responsibility for anything which is to be done by way of remediation.
Aquifer	Geological strata able to hold or transmit exploitable quantities of groundwater
ASRS	Areas of Special Archaeological Significance
BGS	British Geological Survey
CLEA	Contaminated Land Exposure Assessment: new guidelines on contaminated land remediation expected to be released by the Government shortly
CLR	Contaminated Land Report: a series of publications relating to contaminated land produced by the DETR
Contaminant	A substance which is in, on or under the land and which has the potential to cause harm or to cause pollution to controlled waters. Any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances, in, on or under the land that:
Contaminated Land	<ul style="list-style-type: none"> a) significant harm is being caused or there is a significant possibility of such harm being caused; or b) pollution of controlled waters is being, or is likely to be caused. <p>These include:</p> <ul style="list-style-type: none"> a) inland waters (river, streams, underground streams, canals, lakes and reservoirs) b) groundwaters (any water contained in underground strata, wells or boreholes) c) territorial waters (the sea within three miles of a baseline) d) coastal waters (the sea within the baseline up to the line of high tide, and tidal waters up to the freshwater limit.
Controlled Waters	
CS	County Series Mapping: Ordnance Survey mapping series dating from 1870s to 1940s
DETR	Department of the Environment, Transport and the Regions
EA	Environment Agency
Eco-system	A biological system of interacting organisms and their physical environment
EPA	Environmental Protection Act of 1990 – main piece of UK legislation controlling the protection of the environmental media (air, land and water).
GIS	Geographical Information Systems
Groundwater	Any water contained in underground strata, wells or boreholes
ICRCL	Interdepartmental Committee on Remediation of Contaminated Land
IPC	Integrated Pollution Control – an approach to pollution control in the UK which recognises the need to look at the environment as a whole so solutions to particular pollution problems take account of potential effects upon all environmental media.
IPPC	Integrated Pollution Prevention and Control – supersedes IPC. Aims to prevent, or where that is not practicable, to reduce emissions to environmental media including measures concerning waste, in order to achieve a high level of environmental protection as a whole.
LA	Local Authority
LNR	Local Nature Reserve
MAFF	Ministry of Agriculture, Fisheries and Food
NNR	National Nature Reserve
NRA	National Rivers Authority
Orphan Linkage	A contaminated land site where:

	(i) The significant pollutant linkages relates solely to the pollution controlled waters (and not to significant harm) and no Class person can be found; or
	(ii) Where no Class A or Class B persons can be found. Those persons who would otherwise be liable are exempted from statutory provisions.
OS	Ordnance Survey
Pathway	One or more routes by which a receptor can be exposed to a contaminant
Planning Policy Guidance (PPG)	A series of planning policy statements produced by the DETR to give guidance to local authorities, applicants, the public and consultees on a range of planning matters.
Pollutant Linkage	The relationship between a contaminant, pathway and a receptor.
Receptor	The health of a person, waters, ecosystems or property type that could be affected by contamination
RAM	Risk Assessment Model - a probabilistic model developed to work with the EA's research on remedial targets for the protection of controlled waters.
Risk assessment	The study of: a) the probability, or frequency, of a hazard occurring; and b) the magnitude of the consequences
SAC	Special Area of Conservation – Areas designated under the EC Habitats Directive.
SBC	Slough Borough Council
SMR	Sites and Monuments Record
SNCI	Sites of Nature Conservation Interest – Sites of local importance for conservation of wildlife.
SNIFFER	Scotland & Northern Ireland Forum for Environmental Research
Source	A substance in, on or under the ground with the ability to cause harm
Source Protection Zone	Protection zones around certain sources of groundwater used for public water supply. Within these zones, certain activities and processes are prohibited or restricted.
SPA	Special Protection Area for birds – Statutorily protected habitats for wild birds under EC Regulations.
Special Site	Land designated as contaminated and due to the presence of specified substance(s) is subject to regulation by the Environment Agency.
SSSI	Site of Special Scientific Interest

Appendix G References

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- Environment Agency (2004). CLR11: Model Procedures for the Management of Land Contamination. Environment Agency, Bristol.
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- Environmental Protection Act 1990, Part 2A: inserted by the Environment Act 1995, Section 57. See Environment Act 1995 for text for Part 2A.
- Environmental Protection UK, March 2011. Assessment and remediation of land contamination through the planning system. Prepared on behalf of DEFRA. Ref Sp1005.
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- The Contaminated Land (England) (Amendment) Regulations 2012. Statutory Instrument (SI 2012/263).
- The Contaminated Land (England) Regulations 2006. Statutory Instrument (SI 2006/1380).
- The Environmental Damage (Prevention and Remediation) Regulations 2009. Statutory Instrument (SI 2009/153).
- Water Resources Act 1991 (Amendment) (England and Wales) Regulations 2009. Statutory Instrument (SI 2009/3104).

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DB1 Ref	Risk Score	Name/No	Street	Area	Current Use	Former Use	History
1416	10300	Colnbrook CoE School	High Street	Colnbrook	School	Gas works	Formed in 1861 until 1950's
A11	10150	R/o	Dolphin Road	Central	School	Gas works	Culvert through school
1141	10150	Thames Valley University	William Street	Baylis	Education	Depository	Redeveloped as part of Uni in 1998
A10	9520		Rochford Gardens	Wexham	Housing	Nursery	Concerns over excavating and infilling during redevelopment in 1970's
1138	9480	20-24	Grays Road	Baylis	Housing	Laundry	Site redeveloped in early 2000's no validation report
1627	9440	Montem School	Chalvey Grove	Chalvey	School	Landfill	Site was reversed filled 1 metre
1113	9440	Former British Rail Yard	Stoke Poges Lane	Baylis	Housing	Coal Yard	Redeveloped for housing in late 1990's no validation report
959	9240	Windmill Road Depot	Windmill Road	Baylis	Housing	Depot	Being redeveloped for residential
1004	9240		Tamarisk way	Cippenham	Housing	Abattoir	Developed for housing late 1980's
1424	9240	Former Gilson Bakery	High Street	Colnbrook	Housing	Bakery	Redeveloped for housing late 1990's
1426	9240		Vicarage Way	Colnbrook	Housing	Slaughter house	Redeveloped for housing in the 1980's
A28	9160	64-75	Worcester Gardens	Chalvey	Housing	Scrapyard	Redeveloped in the 1990's
1230	9080		Osbourne Road	Upton	Housing	Dairy	Redeveloped for flats in the 1990's
1235	9080		Aborfield Close	Upton	Housing	Works	Subject to a planning app
A29	9080	Carters Place	Farnham Road	Baylis	Housing	Depot	Redeveloped for housing
A52	9080	28	Tuns Lane	Chalvey	Housing	Scrapyard	Do not know if it is just an office
264	9080	Kennedy Park	Northborough Rd	Britwell	Allotment	Gravel Pit	GP from at least 1954-1976
A37	9040	83-85	Wellington St	Central	Housing	Works	once an engineering works

A18	8880	114	London Road	Upton	Office	Works	Believed housing, actually an office, being redeveloped for housing
1359	8880		London Road	Upton	Housing	Works	Located next to A18
A59	8840	Excelsior House	High Street	Colnbrook	Housing	Printing works	Redeveloped in 1995?
1577	8840	Poyle Caravan Park	Horton Road	Colnbrook	Housing	Depot	Site had a UST
A7	8800	Anthony House Farm	High Street	Colnbrook	Housing	Farm	Site had a UST
744	8800	Lundy Court r/o 16-22	Stowe Road	Cippenham	Housing	Works	Site once had a UST, converted to diesel
	8760		Walpole Road	Haymill	Housing	Works	Redeveloped late 1980's had tanks on site
A8	8640	Station Garage	Bath Road	Colnbrook	Housing	Garage	Tanks were made safe 1984
A60	8640	1 to 9	Honeysuckle Court	Colnbrook	Housing	Printing works	Redeveloped in 1995?
28	7530	60-74	Burnham Lane	Haymill	Housing	Pit	Redeveloped for housing by 1955 was pit infilled
1632	7250	Upton Court Park	Datchet Road	Upton	Open Space	Landfill	Filled in 1950-1960's
1078	7170		Petersfield Avenue	Central	Mixed	Brickfield	Brickworks since at least 1899
A23	7150	Langley Park Rd Landfill	Langley Park Road	Outside SBC	Open Space	Landfill	May be gassing affecting SBC

DB1 Ref	Risk Score	Name/No	Street	Area	Current Use	Former Use	History
1015	6930	John Taylor Court	Tuns Lane	Chalvey	Housing	Scar	Scar till at most 1976
1053	4840	164-166	Chalvey Grove	Chalvey	Vacant	Scrayard	Being redeveloped for housing
1055	3990	Little Common Farm	Common Road	Outside SBC	Agriculture	Sewage Tank	Sewage tank since at least 1956
1056	3750	Little Common Farm	Common Road	Outside SBC	Agriculture	Sewage Farm	Sewage farm till at most 1965
1066	3870	Goods Shed	Railway Terrace	Central	Warehouse	Engine Shed	Engine shed from at least 1876
1147	5160	Belmont Works	Stoke Gardens	Baylis	Scrapyard	Scrapyard	
1255	4200	Staceys yard	Station Road	Langley	Waste Transfer Station	Waste Transfer Station	
1287	4400	BT Depot	Langley Road	Langley	Telephone Exchange	Site Had UST	
1313	3840	Mansion Lane Landfill	Mansion Lane	Outside SBC	Agriculture	Landfill	
1318	6550	Langley Oil Terminal	Station Road	Langley	Vacant	Oil Terminal	Long History of oil terminal
1321	4050	CA Site	White Hart Ln	Chalvey	Waste Transfer Station	Sewage Works	
1331	3750	Goodford House	Willowbrook	Outside SBC	Laundry	unknown	Laundry since at least 1899
1334	4230	Upton Court Pk	Upton Court Rd	Upton	Scar	Open Space	
134	4480	Conquest PFS	Bath Road	Haymill	PFS	PFS	
1350	6100	Ditton Caravan Park	Ditton Road	Foxborough	Landfill	Housing	
1408	3250	Sutton Lane Landfill	Sutton Lane	Langley	Landfill	Landfill	
1620	6700	Sutton Lane Landfill	Sutton Lane	Langley	Landfill	Landfill	
273	5850	Kennedy Park Landfill	Long Furlong Drive	Britwell	Landfill	Open Space	
30			Chiltern Road	Outside SBC	Scar	Housin	
985	3810	Little Common Farm	Common Rd	Outside SBC	Filter Bed	Agricultural	
134	4480	370-372	Bath Road	Haymill	PFS	PFS	
1053	4840	164-166	Chalvey Grove	Chalvey	Scrapyard	Housing	
1428	4880	Mill House	Tanhouse Farm	Colnbrook & Poyle	Vehicle Repair	Commerical	Site investigated and remediated 2002
1287	4400	BT Depot	Langley Road	Langley	Telephone Exchange	Telephone Exchange	Plans to redevelop for housing
1302	365		Langley Park Road	Langley	Scrapyard	Commerical	Site investigated 2001
1440	3000	Colnbrook Bypass 1		Colnbrook & Poyle	Landfill	Logistic Centre	Subject to Planning App
1270	3856	Former MAFF Lab	London Road	Upton	Pest Lab	Housing	Site investigated & remediated late 1990's
50	4480	432	Bath Road	Haymill	Works	Housing	

51	3360	446	Bath Road	Haymill	Works	Housing	
152	3360	442	Bath Road	Haymill	Works	Housing	
153	4480	430	Bath Road	Haymill	Works	Housing	
1227	5900		Buckingham Gardens	Upton	Printing Works	Car Park	Site is subject to a planning app
741	4480	3 to 7	Bower Way	Cippenham	Castings Works	Housing	Site is subject to a planning app
1610	4660	Co-op	Uxbridge Road	Central	PFS	Car Park	Site is subject to a planning app
740	3660	31	Bower Way	Cippenham	Dry Cleaning works		Site is subject to a planning app
745	4480	Next to 2	Bower Way	Cippenham	Engineering works	Housing?	Site is subject to a planning app
A25	5448	N/a	Gorsemeade	Cippenham	Battery breakers	Housing	Site was remediated in late 1980's
1633	4760	57	Chalvey Rd East	Chalvey	PFS	PFS	GW remediated 2000's
246	3560	101	Farnham Road	Farnham	Engineering works	Housing	Site is subject to a planning app
554	6250	Yard 307-311	Colnbrook Bypass	Colnbrook & Poyle	Scrapyard	Office	Site is subject to a planning app
1231	4720	New Square	Windsor Rd	Chalvey	Works	Houses	Site is subject to a planning app
1410	4320	Colnbrook Garage	London Road	Colnbrook & Poyle	Garage	Residential	Site is subject to a planning app
738 part	4480	395	Bath Road	Cippenham	Garage	Garage	Site is subject to a planning app
1606	3870	South of Horlicks	Bristol Way	Baylis	Goods Sdhed	Commerical	Site is subject to a planning app
1497	3720	14	Willow Road	Colnbrook & Poyle	Engineering works	Industrial	Site is subject to a planning app
1244	4720	79-83	Uxbridge Road	Central	Petrol Station	Residential	Site is subject to a planning app
1315	4400	17	Harvey Road	Langley	Works	Residential	Site is subject to a planning app
935	4740	19-23	Queens Road	Central	Builders	Residential	Site is subject to a planning app
1266	3030	Trading Est	Middlegreen Rd	Langley	Housing	Works	Site is subject to a planning app

1267	3060	Trading Est	Middlegreen Rd	Langley	Housing	Works	Site is subject to a planning app
1612	3030	Unit 5	Middlegreen Rd	Langley	Housing	Works	Site is subject to a planning app
1268	5200	Trading Est	Middlegreen Rd	Langley	Housing	Stadex Works	Site is subject to a planning app
1219	5240	36-38	Chalvey Road East	Chalvey	PFS	PFS	
850	5950	216	Bath	Farnham	Factory	Factory	Site is subject to a planning app
1200	4300	50	Darvills Lane	Chalvey	Builders	Youth Centre	Site is subject to a planning app
1309		88-92	Meadfield Road	Langley	Coal Yard	Housing	Site is subject to a planning app
745	5200	Schneider Electric	St Marys Rd	Langley	Engineering works	Housing	Site is subject to a planning app
1221	4760	Burlington House	Burlington Ave	Chalvey	Works	Housing	Site is subject to a planning app
B19	6540	512	Bath Road	Haymill	ESS	Housing	Site is subject to a planning app
B20	4720	92A	Elliman Avenue	Baylis	Garage	Garage	Site is subject to a planning app
B23	3480	R/O	Grasmere Parade	Central	Garages	Garages	Site is subject to a planning app
921	4600	William Hartley Yard	Church Lane	Wexham	Builders	Housing	Site is subject to a planning app

DB1 Ref	Risk Score	Name/No	Street	Area	Current Use	Former Use	History
10	1050		Crow Piece Lane	Outside SBC		Landfill	
1063	681		Chalvey Road East	Chalvey	Housing	Pond	
1070	908	Velos Works	Mill Street	Central	Housing	Works	Site various uses redeveloped in early 2000's
1086	532	Baylis House	Stoke Poges Lane	Baylis	Gardens	Scar	Scar noted from 1925 to 1994
1106	516	Salt Hill Park		Baylis	Open Space	Pond	
1198	908	5 to 10	Harris Gardens	Chalvey	Housing	Pond	Pond on site 1956 gone by 1965
1238	508	The Mere	Upton Park	Upton	Open Space	Scar	Scar marked from at least 1956 to 2002
1239	308	The Mere	Upton Park	Upton	Open Space	Scar	Scar marked from at least 1956 to 2002
1302	365		Langley Park Rd	Langley	Industrial	Industrial	Site had a UST
1322	1920	29	Alma Road	Outside SBC	Engineering Works	Housing	
1326	1260	Bell Farm Stables	Bell Lane	Outside SBC	Scar	Agricultural	Not marked 1986
1338	1356	Ditton Park		Outside SBC	Open Space	Scar	
1345	1356	Ditton Park		Outside SBC	Open Space	Scar	
1349	1356	Ditton Park		Outside SBC	Open Space	Scar	
1353	482		London Road	Upton	Open Space	Pond	
1356	745	Ditton Park		Outside SBC	Open Space	Factory	
1439	730	Grundons	Lakeside	Colnbrook	Industrial	Industrial	SI undertaken in 2003
1471	2400	Colnbrook Bypass 4	Bypass Rd	Colnbrook	Landfill	Landfill	
1484	2040	Longford 2	Horton Road	Colnbrook	Landfill	Landfill	
1624	2800	Tanhouse Farm 22	Bypass Rd	Colnbrook	Landfill	Landfill	
1625	4950	Manor Farm Landfill		Cippenham	Landfill	Landfill	

167	744	6	Farlie Road	Farnham	Factory	Factory	
18	2360	Stoke Park House	Stoke Poges Golf Course	Outside SBC	Scar	Open Space	
19	0	Stoke Park House	Stoke Poges Golf Course	Outside SBC	Pond	Pond	
20	2360	Stoke Park House	Stoke Poges Golf Course	Outside SBC	Scar	Open Space	
913	0	Nusery Cottage	Wexham Road	Wexham	Pond	Housing	Infilled by 1899
942	1920	Grangewood	Church Lane	Outside SBC	Scar	Housing	gone by 1956
943	1920	R/o St Marys Church	Church Lane	Outside SBC	Builders yard	Vacant	
945	448	Black Park PFS	Uxbridge Rd	Outside SBC	PFS	Vacant	
946	840	George Green PFS	Uxbridge Rd	Outside SBC	PFS	Commerical	
986	2340	Little Common Farm	Common Rd	Outside SBC	Filter Bed	Agricultural	
A47	780	Berkshire Nursery	Sutton Lane	Outside SBC	Nursery	Nursery	
A49	1020	All Souls Farm	Wexham Park Road	Outside SBC	Landfill	Landfill	
1249	840	opp lavender Farm	Middlegreen Rd	Outside SBC	Pond	Agricultural	
16	2310	Pinewood Nursery	Wexham Street	Outside SBC	Nursery	Nursery	
780	1380	295	Aberdeen Road	Haymill	Warehouse	Commerical	Site redeveloped 2001
781	2760	294	Aberdeen Road	Haymill	Engineering Works	Commerical	Site redeveloped 2001
782	2760	293	Aberdeen Road	Haymill	Iron Foundary	Commerical	Site redeveloped 2001
783	1380	r/o 240	Bath Road	Haymill	Warehouse	Commerical	Site redeveloped 2001
784	2760	292	Aberdeen Road	Haymill	Engineering Works	Commerical	Site redeveloped 2001
789	2760	248-250	Bath Road	Haymill	Preserve works	Commerical	Site redeveloped 2001

790	2070	244-246	Bath Road	Haymill	Preserve works	Commerical	Site redeveloped 2001
791	2070	240-242	Bath Road	Haymill	Brush Works	Commerical	Site redeveloped 2001
248	327	95-98	Farnham Road	Farnham	Glass Works	Commerical	Site investigated/ redeveloped in early 2000's
1429	2440	Mill House	Tanhouse Farm	Colnbrook & Poyle	Pond	Commerical	Site investigated and remediated 2002
A15	1015		Richards Way	Cippenham		Open Space	Site to be landraised
1353	482	Former Maff	London Road	Upton	Pond	Open Space	Subject to SI late 1990's
245	2760	105	Farnham Road	Farnham	Gum Works	Housing	Site is subject to a planning app
1246	4480	New Tithe Court	Datchet Road	Upton	Pond	Housing	Site is subject to a planning app
1598	1560	Iver STW	Old Slade Lane	Colnbrook	STW	STW	Site is subject to a planning app
1389	90	Iver STW	Old Slade Lane	Colnbrook	STW	STW	Site is subject to a planning app
1405	108	Iver STW	Old Slade Lane	Colnbrook	STW	STW	Site is subject to a planning app
171	2480	Mars Uk	Dundee Rd	Haymill	Factory	Factory	Site is subject to a planning app
A57	2160	Fulcrum Building	Horton Road	Colnbrook	Office	Unknown	Site is subject to a planning app
1565	1780	Junction of	Blackthorne Rd	Colnbrook & Poyle	Depot	Commerical	Site is subject to a planning app
1264	3000	Iver House	Middlegreen Rd	Langley	Housing	Works	Site is subject to a planning app
1265	2820	Unit 1D	Middlegreen Rd	Langley	Housing	Works	Site is subject to a planning app
1613	3000	Unit 6	Middlegreen Rd	Langley	Housing	Works	Site is subject to a planning app

1440	3000	Colnbrook Bypass 1	Colnbrook bypass	Colnbrook	Warehouse	Landfill	Site is subject to a planning app
1563	174		Blackthorne Rd	Colnbrook	Work	Works	Site is subject to a planning app
1567	1740		Blackthorne Rd	Colnbrook	Work	Works	Site is subject to a planning app
1568	4000	1	Augustine Close	Colnbrook	Work	Works	Site is subject to a planning app
422	2670		Dundee Rd		Factory	Factory	Site is subject to a planning app
B18	645	572	Bath Road	Haymill	ESS	Housing	Site is subject to a planning app
B21	639	189-193	Farnham Road	Farnham	Unknwon	Housing	Site is subject to a planning app
B22	1326	25	Osbourne Street	Upton	Garagesq	Housing	Site is subject to a planning app
B24	836	Village Club	Cheviot Rd	Langley	Heating oil Tank	Village Club	Site is subject to a planning app
B25	868	149-153	Chalvey Grove	Chalvey	Garage	Housing	Site is subject to a planning app
B26	970	Meadfield Business Centre	Meadfield Road	Langley	Engineering Works	Housing	Site is subject to a planning app
B27	1090	Esso 395	Bath Road	Cippenham	PFS	PFS	Site is subject to a planning app
1319	2200		Meadfield Road	Langley	Works	Housing	Site is subject to a planning app

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Slough Borough Council

Report To:	Cabinet
Date:	15 th April 2024
Subject:	Procurement forward plan for services in excess of £180,000 and works in excess of £1 million in 2024/25
Lead Member:	Lead Member for Financial Oversight, Council Assets, Procurement and Revenues & Benefits – Councillor Chahal
Chief Officer:	Adele Taylor – Executive Director Finance and Commercial
Contact Officer:	Clare Priest – Head of Commercial services
Ward(s):	All
Key Decision:	YES
Exempt:	NO
Decision Subject To Call In:	YES
Appendices:	'A' - List of services to be procured in 2024/25 in excess of £180k (services) and £1m (works)

1. Summary and Recommendations

- 1.1. To seek authority from Cabinet for commencement of procurement for contracts of an estimated value of over £180,000 (services) and £1 million (works), that are proposed to be let in the 2024/25 financial year.
- 1.2. Further reports will be brought to Cabinet with an updated procurement forward plan for any services or works to be procured for the remainder of the financial year or before the cabinet meeting in April 2025.
- 1.3. **Recommendations:**
Cabinet is recommended to:
 - (a) Authorise commencement of procurement for the list of goods, works and services set out in Appendix A;

- (b) Delegate authority to the Executive Director of Adults services following consultation with the Lead Member for Adult Social Care, Mental Health and Learning Disabilities and the Section 151 Officer, to award small block contract arrangements for residential and nursing placements to the best value bidders, as indicated in Appendix A due to the need to award multiple short term contracts whilst a strategic commissioning review is undertaken.

Reason: to ensure that Cabinet has proper oversight of planned procurement activities and delegated authority is allowed where timescales are insufficient.

Commissioner Review

“The Council needs to consider the value for money implications of its decisions and to secure best value in the provision of all its services.

Procurement is an essential tool to deliver the Councils wider financial, social, economic, and environmental aims. Effective procurement interactions and processes will also identify areas where historic deviations from regulatory requirements or internal procurement procedures have occurred, propose measures to address this and improve compliance.

The report provides high level visibility of planned procurement activity and the opportunity for cabinet members to be engaged in advance of the procurement cycle and enable decision makers in public bodies to be held to account.

The commissioners are content with the recommendations in this report.”

2. Report

Introductory paragraph

- 2.1 The Council has reviewed its contracts register to identify those contracts that are due for renewal or require a new procurement. This has enabled the Council to establish a procurement programme for 2024-25 and this report is seeking approval of the procurement forward plan. As service plans are developed, it may be necessary to bring an updated plan to a further meeting of Cabinet. In addition, there may be separate reports seeking approval for significant service decisions, which have procurement implications.

Options considered

Option 1:

- 2.2 Approval of a procurement forward plan. The Council's Contract Procedure Rules require Cabinet authority for procurements with a total value of over £180,000 (goods and/or services) and £1 million (works). This demonstrates good governance and allows Cabinet to consider whether it wants further oversight of any specific proposals. **This is the recommended option.**

Option 2:

- 2.3 To authorise each procurement on a case by case basis. This would require separate cabinet reports setting out details of each procurement. Whilst this would allow more detail to be provided, this would result in a high number of individual reports. This is not an efficient use of Cabinet time and is not recommended. It should be noted that contracts for services and/or goods valued over £500,000 and works valued over £1million require a separate cabinet approval prior to award of contract, unless Cabinet delegates authority to award that respective contract. It should also be noted, as indicated in paragraph 2.1 of this report, that a separate standalone Cabinet report may be presented for the procurement of some projects. This option is not recommended.

Background

- 2.4 The Council's Contract Procedure Rules require that each procurement project over £180,000 (goods and/or services) and £1 million (works) must be on the forward plan approved by Cabinet to authorise commencement of procurement. For projects with a total value under £500,000 (goods and/or services) or £1 million (works), the award of contract following procurement is delegated to an executive director. For any contract over these sums, a separate report will be presented to Cabinet seeking authority to award the contract, unless Cabinet delegates authority to award the contract where specifically set out in the Forward Plan.
- 2.5 Contracts listed in Appendix A will be subject to detailed review with commissioners and executive directors, to challenge and seek to verify if procurement is necessary and to identify opportunities to maximise value for

money through contract rationalisation and consolidation. Should the scope of a procurement exercise change significantly from that stated in Appendix A, a further report will come back to Cabinet with further details for approval.

2.6 Cabinet forward plan can be split into categories:

- Category 1: Procurement between £180k and £500k (goods and/or services) – Cabinet to authorise procurement. Delegated authority given to Executive Directors to award the contract unless Cabinet requires the award decision to be reserved to Cabinet.
- Category 2: Procurement over £500k (goods and/or services) / £1million (works) – Cabinet to authorise procurement and note that future reports will be brought back to Cabinet for approval of award of contract.
- Category 3: Procurement over £500k/£1m where the Forward Plan clearly sets out delegation of authority to award

3. Implications of the Recommendation

3.1 Financial implications

3.1.1 The planned procurements set out in the Appendix are included in approved revenue budgets. For capital funded projects, the funding is included in the capital programme. Having a clear overview of the planned procurement timetable ensures that we are able to properly plan our work and to ensure that we have sufficient time to ensure we are operating in a Best Value way.

3.2 Legal implications

3.2.1 In accordance with the Procurement Application and Authorisation Table set out in the Council's Contract Procedure Rules, all goods/services Contracts over £180,000 and works Contracts over £1 million must be on the Forward Plan presented to Cabinet each year in order to authorise commencement of procurement. The procurement forward plan will be reviewed and updated throughout the year and update reports will be brought to Cabinet to approve further procurements once the details of these are known.

3.2.2 Full business cases should be reviewed by the Council's internal procurement review board. IT projects where there are information governance implications should also be reviewed by the Council's internal Information Governance Board. Any project funded by capital should be approved by the Council's Capital Monitoring Board and included in quarterly reporting of the capital programme.

3.2.3 All contracts over £100,000 should be sealed and the Council's legal advisors (currently HB Public Law) should advise on contract documentation. For works

contracts, an appropriate model form contract such as JCT or NEC should be used and advice should be sought from HB Public Law.

3.2.4 As well as compliance with internal procurement rules, the Council must ensure compliance with procurement law. The procurement review board will consider this on a case by case basis.

3.2.5 The Council should also consider and build the following into procurement processes:

- stakeholder engagement
- efficient commissioning and sourcing arrangements
- best value considerations, including social and environmental value, as well as economic
- contract management.

3.3 Risk management implications

3.3.1 There are no specific issues arising directly from this report, however good forward planning will ensure that procurement activity is done in a timely way, which will lead to better value for money.

3.4 Environmental implications

3.4.1 There are no specific environmental implications arising directly from this report.

3.5 Equality implications

3.5.1 The equality implications will be considered on a case by case basis. The Revised Best Value Statutory Guidance (March 2015) confirms that authorities should avoid imposing onerous contractual requirements on private and voluntary sector contractors, over and above those necessary to comply with the Equality Act 2010, as this can become a barrier to entry to the market for small and medium size firms and the voluntary sector. The public sector equality duty (PSED) requires the Council to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 (the Act), and advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not. The PSED is a continuing duty, therefore the Council will be required to consider potential equality considerations at the different stages of the procurement cycle. As part of commissioning arrangements, authorities are also expected to take steps to avoid commissioning services from individuals or organisations which actively or vocally oppose fundamental British values, including democracy, the rule of law, individual liberty, and mutual respect and tolerance of different faiths and beliefs; or which call for the death of members of British armed forces.

3.6 Procurement implications

3.6.1 A business case for each procurement project will be developed which will consider the most appropriate procurement route according to the Council's Contract Procedure Rules, UK Procurement regulations and will need to follow

public procurement principles of value for money, equality of treatment, transparency and proportionality.

3.6.2 Members should be aware that a major revision of the Contract Procedure Rules is being undertaken in response to the Procurement Act 2023. The Government's objectives are to create a simpler, more flexible and effective procurement system, opening up public procurement to new entrants such as small businesses, introducing stronger measures to exclude underperforming providers, and also improve transparency and visibility of procurement activity throughout the commercial lifecycle. The Procurement Act is expected to "go-live" from October 2024, and the intention is for the revised Contract Procedure Rules to be presented to Council by July 2024. The Contract Procedure Rules will also require revisions in line with the Provider Selection Regime for health care and public health services, under The Health Care Services (Provider Selection Regime) Regulations 2023, which came into force on 1st January 2024. Members should note that any contracts to be entered into involving the provision of health care services to individuals will be subject to the Provider Selection Regime.

3.6.3 Slough Borough Council have formed a Procurement Act Working group, with the London Boroughs of Harrow, Hounslow and Barnet, to share resources, best practice and learning in relation to the Act and are also liaising more widely with colleagues in the London and Berkshire Procurement Networks to ensure there is a shared understanding of the implications of the Act.

3.7 Workforce implications

3.7.1 Workforce implications will be considered upon the letting of each contract.

3.8 Property implications

3.8.1 Property implications will be considered upon the letting of each contract.

4. Background Papers

None

Appendix A – Procurement forward plan for services in excess of £180,000 and works in excess of £1 million in 2024/25

Regeneration, Housing and Environment

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
Page 323	1 Replacement ground maintenance equipment (Goods)	Replacement grounds maintenance equipment that is end of life that will enable grounds maintenance operatives to undertake their duties, equipment includes: <ul style="list-style-type: none"> • Leaf blowers • Hedge cutters/pruners • Chainsaws • Brush cutters • Lawnmowers • Trailers • Chippers • Dumpers • Diggers • Tractors 	Scoping exercise & procurement options appraisal underway	New	N/A	£531k £450k capital £81k revenue	Revenue and Capital	April 2024	One off purchase	N/A - mix of capital and revenue expenditure below threshold There will not be one supplier for all of the equipment listed and the total amount for each supplier will not exceed £500k.	June 2024

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
2	Disposal of waste (mattresses, carpets, plaster board) (Services)	Disposal of waste (mattresses, carpets, plaster board)	Business cases to be completed	Current	Aug 2024	£300k	Revenue	April 2024	3 year	N/A	Sept 2024
3	Planning, building control and land charges systems, including artificial intelligence and geospatial technology (Services)	Set up new contract for supply of IT applications used for the management of the building control, planning, land charges functions, to include, but not limited to: <ul style="list-style-type: none"> • database • case management system, • document management functionality, via SharePoint or similar • geospatial plotting and analysis, • management of land charges with integration to the Land Registry 	Business case in development	New contract to bring supply of all products under one contract. Existing contracts are in place with an incumbent supplier for individual products which are currently renewed on a rolling	April 2024	£270k over expected term of contract (3 years)	Revenue	April 2024	3 years (2+1)	N/A	May 2024

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
Page 325		<ul style="list-style-type: none"> • citizen portal • artificial intelligence chat bot • artificial intelligence planning validation tool • reporting functionality via PowerBI or similar • integration to Local Land and Property Gazetteer • integration to national Planning Portal • mobile application for management of site visits and statutory inspections <p>Ensure contract has provision for additional products as required by the council.</p> <p>Ensure best value and agree terms of</p>		annual basis.							

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
Page 326		support contract, including support for exit. IT fully engaged with the development of the procurement business case to ensure that it aligns to the council's IT strategy									
	4	Arbour Vale School – new modular block (Works)	Four classroom modular block to be added at Arbour Vale School. Aim is to create additional places Sep-24 or if unachievable as soon after that date as possible. The project is required to minimise number of local SEND children being placed out of borough for 2024-25.	Brief being prepared	New	N/A	£1m	Capital	May 2024	4 months	May-24

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
5	Haybrook College expansion (Works)	Extension project at Haybrook College adding 6 classrooms and 2 specialist areas. The project will increase urgently needed High Needs/SEND places. Grant funded project increasing capacity by 35+ places.	Pre planning application was submitted in March 2024 and the full planning application is to be submitted by mid May 2024	New	N/A	£2.5m	Capital	May 2024	10 months	Jul-24	Aug 2024
Page 3270	Highways maintenance contract (Works)	Highway Maintenance and Minor works – to undertake all maintenance work on the highway and any project work (supported through the capital programme subject to approval)	Mini business case submitted to recruit QS for producing and tendering Highway Maintenance contracts	N/A	May 2022 Current arrangement is non compliant	£14m	Capital	April 2024	3+1	April -24	May 2024
7	Street lighting Maintenance (Works)	Maintenance, Repairs and renewal of Street lighting infrastructure and	N/A	Current	May 2022	£250K	Capital and Revenue	April 2024	2 years + 1	N/A	May 2024

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
Page 328		<p>illuminated infrastructure</p> <p>Wokingham BC Volker Highway framework Contract is being used during contract void period</p> <p>Framework contract is until 2029 and compliant</p>				<p>£150k Capital DfT Grant</p> <p>£100K revenue</p>					
8	Road Markings (Works)	Renewal and new road markings for the public highway to support lane	N/A – new contract	New	N/A	£210K (£70K per annum)	Capital and Revenue	April 2024	1+1+1	N/A	June 2024

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
		markings and parking restrictions				£60K capital DfT grant £150K revenue					
9	HWRC transfer station vehicles (Goods)	Re-tender of leased vehicles for transfer station (loader/shovel and grab) plus Roll on Roll off vehicles	Utilisation of ESPO or CCS national frameworks	current	Mar 2023 Out of contract – current arrangement is non compliant	£455k	Revenue	April 2024	2+1+1+1 years	N/A	July 2024
10	Personal Protective Equipment (PPE) (Goods)	PPE clothing and equipment for DSO and Transport and Highways	Renewal	Current	September 2023	£210k	revenue	April 2024	1+1+1	N/A	Sept 2024
11	Winter gritters (Goods)	Retender of Winter maintenance vehicles for winter '24	Utilisation of ESPO or CCS national frameworks	Current	Mar 2024	£180k	Revenue	May 2024	1+1+1	n/a	Sept 2024
12	Highways and streetscene management software	Routing and waste tracking for DSO fleet and operations	ICT drafting specification	New	N/A	£250k	Revenue	June 2024	4 years	N/A	Dec 2024

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
	(Services)										
13	Parking bailiffs contract (Services)	<p>New bailiffs contract for parking service for non-payment of PCN's</p> <p>There are a number of contracts for bailiffs across the organisation with differing end dates - we will look to combine these at a future point in time as part of our category management arrangements being implemented, at this point a recommended specification will be shared with members.</p>	Tender spec and conditions to be agreed and drafted	Current	N/A	£400k Covered by PCN's	Revenue	August 2024	3+1	N/A	Dec 2024
14	Transport and Highway	Technical support for T&H services to provide design and	To be drafted	New	2017	£5m	Capital	Oct 2024	3+1+1	December 24	Apr 2025

	Contract Title	Description, including deliverables and outcomes	Status Update	Current or new contract	Contract end date, if current	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract length	Planned return date for cabinet authority	Intended start date of contract
	Professional Services (Services)	technical support for works and operations									
15	Corporate Water contract (Services)	Corporate water contract for 3 years – supply of mains water to all council properties (non-dwellings)	To be tendered in 2024	New	Deemed Contract transferred from Thames Water (Wholesaler) to Castle Water (Retailer)	£270K	Revenue	May 2024	36 months	N/A	Nov 2024
16	Security (Services)	Set up a new contract for a Security Provider, ie. Static guard, guard & dog etc via framework agreement	Business case to be completed	New	N/A	£1m	Revenue	April 2024	5 years (3 + 2)	Sept 2024	Oct 2024
17	Pay by phone contract for parking (Services)	New Pay by phone contract to convert all parking sites to cashless and reduce service charges	Tender spec underway. Report to cabinet will include an equality impact assessment	New	N/A	£750k+	Revenue	June 2024	1+1+1	Sept 2024	Oct 2024

Finance and Commercial

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
Page 332	Robotic process automation (Services)	To deliver robotic automation for the processing of Universal Credit and Verification of Earnings and Pensions (VEP) data feeds from the DWP and to implement other robotic processes as required from the services offered by the provider or develop automation where financial savings can be delivered.	In contract, request for further two 1 year extensions available in the contract	Existing contract started July 2022	July 2026	Further two 1+1 year extensions at £100k per year Total contact sum £400k	Revenue	N/A	2+1+1	N/A	N/A extension of existing contract
	Banking and finance (Services)	Contract to provide banking and finance services to the Council. Provides facilities for the council to manage its funds	Look to procure over a framework	Existing contract	May 2024	£300k	Revenue	April 2024	10 years	N/A	June 2024

Chief Executives

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
1	Printing and photocopying (Goods and services)	Contract to provide the council with a fleet of multi-functional printing and photocopying devices, including a large format printer, and large capacity print room devices. The specification will consider the reduction of printing as a result of the increase in agile working.		Current	September 2021 This has lapsed and is non compliant as the service is reviewing requirements as the workforce returns to the workplace and the council considers the long-term use of its assets	£200K (£40,000 per year over 5 years)	Revenue	April 2024	5 years	N/A	Q2 2024
2	Civica Electronic Document and Records Management System (EDRMS) (Services)	Electronic document submission and storage, allowing information submitted by residents to be assigned to their account. Consideration to be given for a fully hosted solution.	Options appraisal of alternative solutions complete. PRB business case to be submitted recommending direct award to existing supplier. Having considered options in using other technology platforms, either self-managed or through another	Current	31/03/2025	£450,000	Revenue	Jan 2025	5 Years	N/A	April 2025

			<p>vendor it is noted that a direct award to the incumbent supplier would best fit the council's needs. There is insufficient capacity within the ICT&D services to self-manage an enterprise EDMS and the project implementation, migration and IT integration costs would be expensive and time-consuming.</p>								
3	<p>Cash Receipting & Online Payment Solution (Services)</p>	<p>Cash Receipting & Online Payment system Options appraisal of appropriate solutions including gov.uk/pay Procurement of appropriate solution</p>	<p>Review of gov.uk/pay underway, engaging with finance to ensure requirements are captured. PRB business case to follow in June 2024.</p>	Current	31/03/2025	£400,000	Revenue	June/July 2024	3 Years	N/A	April 2025
4	<p>Unified computer system and connectivity infrastructure (Services)</p>	<p>Replacement of servers, network switches and fabric connectors within the data centre.</p>	<p>PRB business case submitted, awaiting approval to start procurement</p>	New	N/A	£300,000	Revenue	April 2024	N/A	N/A	April 2024

5	IT Service Management Solution (Services)	Extension of existing contract to enable wider use across the council	Reviewing council wide requirements. PRB business case to be drafted once requirement confirmed. An allowance has been made in the planning to facilitate a parallel run should it be required.	Current	14/03/2025	£200,000	Revenue	May 2024	3 Years	N/A	May 2024
6	Adults & Children's Social Care Systems SaaS Migration (Services)	Procurement and implementation of the cloud-based Adults & Children's Social Care system.	Scoping Exercise underway	Current Contract	31/03/24	£1M £100k capital set up costs £900k revenue	Capital/ Revenue	Jul 2024	5 years	Jan 2025	April 2025
7	Audio visual equipment (Services)	Fit for purpose audio video and conferencing facilities across Council sites.	Awaiting confirmation of the Council's estate strategy and funding	Current	31/03/2024 (through taking a short-term extension compliantly procured)	£500,000 £300k capital set up and equipment costs £200k revenue	Capital/ Revenue	TBC	3-5 Years	TBC	TBC – awaiting of confirmation of start date aligned to the estate management strategy

People (Adults)

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
1	Stroke Support Services (Services)	<p>The East Berkshire Specialist Stroke Service provides high quality information, advice and support to stroke survivors and families.</p> <p>The service has been commissioned by Slough Borough Council on behalf of East Berkshire CCG, Windsor & Maidenhead Council and Bracknell Forest Council.</p>	<p>Current contract is a direct award for one year ending 31/03/25.</p> <p>Joint commissioning to be undertaken with Frimley / East Berkshire</p> <p>Frimley / RBWM will be lead commissioners</p>	New contract	31/03/25	<p>Total value of contract across East Berkshire is £824,000</p> <p>Slough's contribution to this is £206k</p>	Revenue	April 2024	3+ 1+1	N/A	April 2025
2	Floating support (Homelessness recommissioning) (services)	Short term tenancy sustainment support to enable people to maintain their accommodation and reduce risk of homelessness.	No current contract in place.	New contract	N/A	<p>Total value of contract is £585k</p> <p>Annual contract value of £117,000</p>	Revenue	April 2024	3+1+1	Dec 24	April 2025

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
3	LD Supported Living and Mental Health Supported Living (Services)	Multiple Supplier contracts to deliver Accommodation with care or support e.g., Supported Living Placements for Adults within individual flats or shared houses/flats, includes placements contracts and/or nomination rights agreements to accommodation. Aim is to ensure existing model of provision is appropriate and utilised fully if in parallel with a strategic commissioning review. Links to investment in CareCubed	Strategic commissioning review of Accommodation and Accommodation Strategy to be developed for LD and Mental Health.	Current and New Spot purchase activity and contracts on behalf of Berkshire Health Foundation Trust and the Council.	Various	Estimated values £47.5m (£9.5m per year over 5 years)	Revenue	Dec 2024	Up to 5 years	March 25	To be determined as there are a number of contracts to be put in place
4	Mental Health Accommodation based care and support (Services)	Provide care and support to 16 people with complex and high mental health support needs	Planned procurement in 2024	New	N/A	£1,467,557 £209,651 per annum	Revenue		5+1+1	December 24	June 2025
5	Mental health Accommodation based care and support (Services)	Provide care and support to 10 people with complex and high mental health support needs	Planned procurement in 2024	New	N/A	£2,580,935 £368,705 per annum	Revenue		5+1+1	December 24	June 2025

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
6	Carers respite (Services)	Awaiting outcome of Accelerating Reform Fund bid. Contracts to be identified.	Included in the carers strategy and action plan	New	N/A	£300k	Revenue	Sept 2024	1 year	N/A	March 2025
7	Technology equipment to support people with Learning Disabilities (Services)	Technology equipment to enable people with Learning Disabilities to live independently and reduce care and support costs	Pilot to be trialled will be procured compliantly and it could lead to procurement and contractual relationship should the pilot be successful. Cabinet report will include details of the pilot.	New	N/A	£500k	Revenue	June 2024	3+1+1	Sept 2024	Oct 2024

People (Adults) – seeking delegation to award contract

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
1	Small block contract arrangements with a number of nursing and residential suppliers for Interim Discharge to Assess care home beds. (Services)	<p>Multiple Supplier contracts to deliver residential and nursing accommodation in the local care market to ensure sufficiency of supply.</p> <p>See schedule below for more information</p> <p>Block D2A Pathway 2 beds have historically been purchased via a contract variation to the existing supply of services agreements for residential and nursing homes.</p> <p>Block D2A bed capacity purchased needs to be extended further (6 months) in order to undertake a strategic commissioning review which will also be compliant with procurement and the Council's contract procedure rules.</p>	ASC Transformation Programme - Care home market review in progress	Fixed Term 6 month contract variation of standard Supply Agreement for nursing and residential placements	31 st March 2024	£440k for six months in 24/25 Dependent on possible extension of ASC Hospital Discharge Fund/ and ICB Discharge funding	Revenue	April 24	6 months	Delegation of small contract Award to multiple suppliers to the Executive Director of Adult services, in consultation with the lead member Significant Key Decision to be reported to April 2024 Cabinet	April 2024

Small block contract arrangements with a number of nursing and residential suppliers for Interim Discharge to Assess care home beds – further information

Care Home	Beds	24/25 weekly cost	Total
Burnham Lodge Nursing home	5	£1,250	£162,946
Salthill Residential Dementia Care centre	5	£950	£123,839
Windmill Care centre	5	£1,150	£149,910
Total spend	15		£436,695

People (Children)

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
1	Occupational therapy [OT] (Services)	Contract to provide statutory Occupational therapy to school pupils as identified in their statutory Educational Health and Care plan	Statutory Education Health and Care Plan provision and assessment. Written Statement of Aaction	Current	Sept 2025	£315,015	Revenue	Sept 2024	2-3 years	N/A	Sept 2025
Page 342	Education Management System (Services)	Slough Borough Council is seeking permission to procure an education management software to enable the Education Services to fulfil its statutory and safeguarding duties. For example, school admissions, attendance, exclusion, SEND Educational Health Care Plan process, Early Years two-year-old funding, home to school transport and children in entertainment licensing. The system offers users portals online which are public facing access to apply for school places, home to school		Current	March 2026	£1m	Revenue	Quarter 3 2024	3 years	February 2025	March 2026

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
Page 343		transport, Early Years funding applications and SEND Educational Health Care Plan Assessments requests (in process of implementation).Slough Schools children's data is fed into the system daily from schools which supports safeguarding duties. The system is used for end-to-end case management by LA's various Education teams for processing applications for school places, EHCP assessments and monitoring, Children Missing Education, Attendance, home to school transport, Exclusions and Fair Access, Early Funding applications, Early Years providers payments and processing, Issuing applications for Chaperone Licensing and processing and recording children entertainment and employment									

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
Page 344		<p>licenses. The educational software system would also deliver data in the correct format for statutory returns such as the Alternative Provision, School Preference Return Primary and Secondary, Early Years Census and the SEN 2 Person Leve Return. The Education system also generates files in a format that can be exchanged with other LA's relating to school applications and school place offers to children. The school portal allows the LA and Slough schools to share details in real time of children's allocation to their schools.</p> <p>Business Intelligence reporting with the option to create insights would be part of the package as this allows the services to move away from holding Excel spreadsheet and notice gaps in the system. The</p>									

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
Page 345		education software would hold the overall data of each child allowing various services a better overview and meet statutory requirements. A project team has been set up with the service area and IT to ensure that the specification and approach aligns with the council's IT strategy and technical standards.									
	Speech and Language Therapy Contract (Services)	Contract to provide Speech and Language Therapy to young people which is identified in their statutory Educational Health and Care plan in part F, which means the local authority has to provide the service.	Statutory SEND and Frimley ICB,BHFT Contract to cover 17 schools [in 18 provisions]	Current	Sept 2025	£560,600	Revenue	Sept 2024	2 years	June 2025	Sept 2025
	4 Sensory contracts (Services)	Sensory Consortium Frimley ICB/BHFT Visual Impairment and Hearing Impairment	Statutory SEND provision	Current	Sept 2025	£823,686	Revenue	Sep 2024	2-3 years	June 2025	Sep 2025

Public Health and Public Protection

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
1	Domestic Abuse Service – Independent Domestic Violence Advocacy (IDVA) (Services)	<p>New contract for domestic abuse services, delivering a range of outputs and outcomes for survivors of domestic abuse.</p> <p>The numbers of high risk survivors supported by the incumbent provider is around 500 per annum.</p> <p>Outputs</p> <ul style="list-style-type: none"> • Risk assessed within 48 hours of referral • Safety plan is put into place. • Safeguarding alerts regarding children <p>Outcomes</p> <ul style="list-style-type: none"> • Increased safety <ul style="list-style-type: none"> • Improved health and wellbeing • Improved stability and independence • Improved (safety, relationships, wellbeing), for 	<p>A 'Business Case to seek Cabinet approval to commence procurement for the Domestic Abuse IDVA services, following the previous Cabinet report discussed and agreed on 18 December 2023 Cabinet meeting.</p> <p>Agree that the Council's funding for the recommissioned service is maintained at the current level of £253,700 per annum, totalling £761,100 over the initial period of three years and £1,268,500, with the option</p>	New re-commission of DA Services	December 2024	£253,700 per annum, totalling £761,100 over the initial period of three years and £1,268,500, with the option to extend the two additional years.	Revenue	April 2024	Initial contract term of three + two years. This will run from 1 January 2025, to 31 December 2030.	October 2024	Jan 2025

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
Page 347		<p>children of survivors. Victims of domestic abuse feel safe and supported and educated on breaking cycles of domestic abuse.</p>	<p>to extend the two additional years.</p> <p>A comprehensive Domestic Abuse needs assessment has been completed and will inform the re-commissioning of the Domestic Abuse IDVA services and, the new Domestic Abuse Strategy.</p> <p>To include a comprehensive equalities impact needs assessment that takes into account the Council's duties within the DA Act 2021.</p>								

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
2	NHS Health checks (Services)	<p>Local Authorities are required to provide an 'Invitation and Offer' for a 'Risk Assessment' to all eligible individuals aged 40-74 years once every five years, to recall eligible individuals and to act with a view to securing continuous improvement in the percentage of eligible persons in its area participating in the programme. In Slough, the NHS Health Check programme is currently offered through primary care in GP practices, with GPs serving as the principal healthcare providers for this initiative.</p> <p>The service aims to:</p> <ul style="list-style-type: none"> To offer NHS Health Check assessment to at least 20% of its eligible Patients. To provide an NHS Health Check 	This service was commissioned by Berks East hub until March 24. Business case produced proposing to keep with the current model due to timeframe. The service will be fully reviewed within the next 12 months to inform the second 12 months of the contract.	new	31 March 2025	£260k	Revenue	Jan 2025	1+1	N/A	April 2025

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
		assessment for a minimum duration of 20 minutes. To refer eligible Patients identified to have a higher risk to a lifestyle intervention programme.									
3 Page 349	Integrated wellness service (Services)	Integrated Health and Wellbeing service was commissioned to provide: Adult weight management and sedentary behaviour change Smoking Cessation Brief advice about Alcohol consumption Falls Prevention & Targeted Health Checks Since the service started we have been able to provide our residents/SBC with a:	The current service is in the final year of its contract. A service review has been conducted to inform future commissioning intentions. This has included a needs assessment for smoking, substance misuse including alcohol and healthy weight. As mentioned above the whole NHS health Check	Current	March 2025	£3.1m	Revenue	April 2024	3+2	Dec 2024	April 2025

	Contract Title	Description, including deliverables and outcomes	Status update	Current or new contract	If current contract, state end date	Estimated value of new contract	Capital or revenue	Intended procurement start date	Expected contract term	Planned return date for cabinet authority	Intended start date of contract
		<p>Single point of entry for resident with wellbeing needs</p> <p>A single contract (as opposed to the several that were originally in place)</p> <p>A single contract monitoring process</p>	programme is under review and needs assessment work is being completed on falls.								
Page 350	Child weight management (Services)	To commission a holistic approach to promoting healthy weight in families	Needs assessment and service review completed	New	Sept 2024	£450k	Revenue	April 2024	2+1	N/A	Oct 2024

Slough Borough Council

Information needed	Details
Report To:	Cabinet
Date:	15 April 2024
Subject:	Recommendations to Cabinet from CISC Task and Finish Group
Chief Officer:	Monitoring Officer
Contact Officer:	Scrutiny Officer
Ward(s):	All
Exempt:	NO
Appendices:	Supporting documents at 3.0

1. Summary and Recommendations

- 1.1 This report sets out recommendations arising from [Item 4 on Agenda of the Corporate Improvement Scrutiny Committee 28 November 2023](#). This relates to a Task and Finish Group established to provide a view on the preparedness of the Adult Social Care department for Inspection by the Care Quality Commission (CQC). It seeks a response to each recommendation (Table 1) according to the options set out in Section 2.4

Recommendation:

That the Cabinet approves the recommended response (Table 1 Column iii) to each recommendation (Table 1, column i) with reference to the options set out in Section 2.4.

2. Report

Introduction

- 2.1 The key roles and functions of Scrutiny in Slough are set out in Article 6, Sections 2-6 of the constitution and include (6.2.ii):

“make reports and/or recommendations to the full Council and/or the Executive and/or any other Committee in connection with the discharge of any functions;”

- 2.2 Table 1 (below) sets out:

- i. The recommendations to Cabinet agreed by CISC at its meeting on 28 November 2023;
- ii. A link to the relevant source document or minutes for each recommendation;
- iii. The Cabinet’s recommended response;
- iv. Notes and links to any formal report to the Cabinet (either at this meeting or expected at a future meeting) that addresses the recommendations and their implementation or otherwise; and
- v. The Relevant Cabinet Member and Director

- 2.3 The Cabinet is asked to respond accordingly, following the options set out in Section 2.4.
- 2.4 There are four response options available to Cabinet, as set out in section 17.2 of the Overview and Scrutiny Procedure Rules:
- a. NOTE AND NOT AGREE the recommendation, on the grounds that [insert rationale];
 - b. NOTE AND AGREE the recommendation, or a specific part of the recommendation (noting whether action is already underway, and which named director will implement it and by what date;
 - c. REFER the matter to Full Council or a committee for action; or
 - d. REQUEST FURTHER WORK BY OFFICERS in response to the recommendation (e.g. .to evaluate options to implement and report back to cabinet for final decision by [date]).

3.0 Supporting Documents

- [Cover report](#) for ITEM 4, 28 November CISC
- [Appendix A: Report of Task and Finish Group](#)
- [Mijnutes of CISC 28 November 2023](#)

Table 1. Recommendations requiring Cabinet response.

i. Recommendation	ii. Source of recommendation (link to CISC report/ minutes)	iii. CABINET RESPONSE (from options 2.4 a-d above)	iv. Explanatory notes provided by Cabinet Member (with link to any relevant cabinet report)	v. Name of Cabinet Member and Executive Director
<p>Focus resources on those areas where self-assessment has identified the most opportunity for improvement. Consideration should be given to whether some areas could be safely deprioritised in order to deliver more impactful improvements in another areas.</p>	<p>ITEM 4 Report</p> <p>Appendix A: Report of Task and Finish Group</p>	<p>NOTE AND AGREE</p>	<p>This action is underway. A RAG status is provided against each of the quality statements and monthly review of progress is taking place.</p> <p>Some red items continue to feature. Work will continue to attempt to reduce high risk items through 24/25.</p> <p>Assurance structure changing in April 24 to an 'Adults' Board focus</p>	<p>Cllr Wright</p> <p>Marc Gadsby</p>
<p>Carry out an audit of officers' data analysis skills to identify the analytical skills and capabilities of officers in different departments across the organisation. Staff with data skills should be used to help mitigate those risks identified by the self-assessment that are dependent on data collection, analysis and interpretation (recognising that</p>	<p>ITEM 4 Report</p> <p>Appendix A: Report of Task and Finish Group</p>	<p>NOTE AND <u>NOT</u> AGREE</p>	<p>The availability of and limitations of this skill set are well documented and known to be stretched.</p> <p>The Department has arranged for some additional interim resource to be made available. Progress is taking place however to significantly</p>	<p>Cllr Wright</p> <p>Marc Gadsby</p>

i. Recommendation	ii. Source of recommendation (link to CISC report/ minutes)	iii. CABINET RESPONSE (from options 2.4 a-d above)	iv. Explanatory notes provided by Cabinet Member (with link to any relevant cabinet report)	v. Name of Cabinet Member and Executive Director
not all risks are addressed by this skillset)			reduce risk, additional support, beyond the council's current capacity is required.	
Prepare an 'inspection visit action plan' that will be used to guide the council upon receipt of notification of a pending inspection.	ITEM 4 Report Appendix A: Report of Task and Finish Group	NOTE AND AGREE	<p>This action is underway.</p> <p>Briefings provided to some key stakeholders. (These will require updating upon notification)</p> <p>Evidence folder established</p> <p>Sample cases Audited 30 out of 50</p> <p>Further work required to continue to reduce risk.</p>	<p>Cllr Wright</p> <p>Marc Gadsby</p>
Ensure that the Integrated care systems/Board continues to be engaged with and that it understands its role and relevance in an inspection of Adult Social Care (noting that they will be subject to their own CQC inspection too).	ITEM 4 Report Appendix A: Report of Task and Finish Group	NOTE AND AGREE	<p>Some information has been shared with ICS however to note that this organisation is going through a significant re-structure.</p> <p>Learning from RBWM and Bracknell Forest to follow as they use the same ICS and are subject to</p>	<p>Cllr Wright</p> <p>Marc Gadsby</p>

i. Recommendation	ii. Source of recommendation (link to CISC report/ minutes)	iii. CABINET RESPONSE (from options 2.4 a-d above)	iv. Explanatory notes provided by Cabinet Member (with link to any relevant cabinet report)	v. Name of Cabinet Member and Executive Director
			<p>inspection earlier than Slough.</p> <p>More intensive briefing sessions to follow upon notification of inspection.</p>	
<p>Document the Slough Story and a Vision for ASCs ambition as soon as possible and circulate it to stakeholders as the first phase in the Council's engagement on the pending CQC assessment.</p>	<p>ITEM 4 Report Appendix A: Report of Task and Finish Group</p>	<p>NOTE AND AGREE</p>	<p>The Slough Journey is reasonably well document and this has been shared as part of mock inspection work undertaken by Ray James working on behalf of ADASS.</p> <p>Market Position Statement and Adult Social Care Strategy are on the agenda for April 24 Cabinet</p> <p>More intensive briefing sessions on the Slough story and Vision to follow upon notification of inspection.</p>	<p>Cllr Wright</p> <p>Marc Gadsby</p>

Slough Borough Council

Report To: Cabinet

Date: 15 April 2024

Subject: Recommendations from CISC, 13 March 2024

Chief Officer: Monitoring Officer

Contact Officer: Scrutiny Officer

Ward(s): All

Exempt: NO

Appendices:

1. Summary and Recommendations

- 1.1 This report sets out Cabinet's initial response to the recommendations arising from the [Corporate Improvement Scrutiny Committee's Extraordinary Meeting on 13 March](#).

Recommendation:

That the Cabinet approves the recommended responses (Table 1 Column iii) to each recommendation (Table 1, column i) with reference to the options set out in Section 2.4.

2. References from Scrutiny

Introduction

- 2.1 The key roles and functions of Scrutiny in Slough are set out in Article 6, Sections 2-6 of the constitution and include (6.2.ii):

“make reports and/or recommendations to the full Council and/or the Executive and/or any other Committee in connection with the discharge of any functions;”

- 2.2 Table 1 below sets out:

- i. The recommendations to Cabinet agreed by CISC at its most recent meeting, on 13 March 2024;
- ii. A link to the relevant source document or minutes for each recommendation.
- iii. The Cabinet's recommended response (see 2.4 below);
- iv. Notes and links to any formal report to the Cabinet (either at this meeting or expected at a future meeting) that addresses the recommendations and their implementation or otherwise.
- v. The Relevant Cabinet Member and Director.

- 2.3 The Cabinet is asked to respond accordingly, following the options set out in Section 2.4.
- 2.4 There are four response options available to Cabinet, as set out in section 17.2 of the Overview and Scrutiny Procedure Rules:
- a. NOTE AND NOT AGREE the recommendation, on the grounds that [insert rationale];
 - b. NOTE AND AGREE the recommendation, or a specific part of the recommendation (noting whether action is already underway, and which named director will implement it and by what date;
 - c. REFER the matter to Full Council or a committee for action; or
 - d. REQUEST FURTHER WORK BY OFFICERS in response to the recommendation (eg to evaluate options to implement and report back to cabinet for final decision by [date]).

3. Explanatory Note on Appendix

3.1 The Corporate Improvement Scrutiny Committee received a report produced by the Council in December 2023 that self-assessed two years of progress against the Best Value Directions, SEND Directions, and Children's Services Directions. This report informed the members of scrutiny and is therefore it is attached to this report.

3.2 The Recovery Programme Team, supported by Senior Responsible Officers reviewed progress against those Directions and associated recovery initiatives. This report was tabled at the December 2023 Improvement and Recovery Board. The report is appended to this paper as an account of the programme review undertaken by officers at that time.

3.3 The report appended was further supported by detailed appendices on Adult Social Care Transformation, SEND Service Transformation, and the Getting to Good programme. It was further noted in the report to IRB that detailed financial updates had been provided to the December Finance Board. These further documents can also be made available on request.

3.4 Following the submission of these reports to December IRB, the Commissioner's then wrote their fourth report to the Minister, and the Minister then responded to the Council. The Council acknowledges that the Commissioners have not observed the consistency and pace they would have expected to see at this stage of recovery, albeit the Commissioners do note some areas of positive progress in their letter.

3.5 In some cases the council's assessment of progress matched that included in the Commissioner's Letter, for example in contract management and procurement, SEND and Getting to Good, and financial planning. However, in other aspects the assessments of progress differed, with the Commissioner's assessing that slower and less consistent progress had been made.

3.6 The Council has reflected on the assessment in the Commissioner's Letter and Minister's Letter and accepts the findings. The insight from those letters, alongside evidence from the recovery programme since December 2023, have been used to inform the Phase 2 Recovery Programme, which started in March 2024. The Phase 2 Recovery Programme focuses on three pillars: robust finances, organisational transformation, and children's delivery. The Council welcomes the introduction of the Commissioner-chaired Transformation Board, which means that a Commissioner-chaired Board now aligns to each pillar of the recovery programme.

Table 1. Recommendations requiring Cabinet response.

i. Scrutiny Recommendation	ii. Source of recommendation (link to CISC report/minutes)	iii. CABINET RESPONSE (from options a-e above)	iv. Explanatory notes provided by Cabinet Member	v. Name of Cabinet Member and Executive Director
<p>The Council should systematically assess and learn lessons from other councils' successes during intervention, including exploring whether we have sufficient expertise in-house to deliver a major change programme.</p>	<p>Corporate Improvement Scrutiny Committee, 13th March, 2024, Item 2 - The Commissioners' 4th Best Value Report and Minister's response</p>	<p>Cabinet NOTES AND AGREES the recommendation and can report that it is already underway since the beginning of the intervention in Slough e.g. Section 151 Officer Group</p>	<p>Senior leaders across the organisation have in place best practice and lessons learned group across councils in intervention, for example the s.151 officer group. This has included sharing information from authorities such as Sandwell and Liverpool.</p> <p>The Chief Executive and members of the recovery programme team have undertaken visits to authorities in intervention, including Thurrock, Croydon and Woking.</p> <p>It is important that the Council is outward focused and learns from authorities providing good services, including those who have undergone major change. For example the ICT lead has made links with London authorities with a track record of ICT transformation and the legal and procurement teams are working with London Boroughs on contract and procurement processes.</p>	<p>Cllr Smith, Leader Chief Executive</p>

<p>To review and improve the way that we [CLT and Cabinet] report to ourselves and to commissioners about plans and progress</p>	<p>Corporate Improvement Scrutiny Committee, 13th March, 2024, Item 2 - The Commissioners' 4th Best Value Report and Minister's response</p>	<p>Cabinet NOTES AND AGREES the recommendation and can report that it is already underway as of March 2024</p>	<p>Phase 2 changes - adopted a commissioner chaired Transformation Board alongside existing commissioner chaired Finance Board, both of which report to the commissioner chaired Improvement & Recovery Board</p> <p>Reset of recovery programme aligned to three clear pillars: finance, organisational transformation, children's delivery. Each pillar includes multiple recovery workstreams, and aligns to a Commissioner-led Board for reporting and assurance.</p> <p>Work is ongoing to ensure that CLT and lead member and director meetings are informed by effective forward planning and the new interim Chief Executive will review the reporting processes in place to ensure that there is appropriate transparency and scrutiny of plans and priorities.</p>	<p>Cllr Smith, Leader Chief Executive</p>
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<p>Directors establish demonstrable capacity to create bandwidth / be able to develop transformation as well as continue 'business as usual'</p>	<p>Corporate Improvement Scrutiny Committee, 13th March, 2024, Item 2 - The Commissioners' 4th Best Value Report and Minister's response</p>	<p>Cabinet NOTES AND AGREES the recommendation and can report that it is already underway as of [date]</p>	<p>As noted by the lead commissioner, transformation is not a separate activity which is started and finished. Transformation and change needs to be embedded into the culture of the organisation.</p> <p>To manage key projects within the overall recovery plans, a new Intervention Unit within new Chief Executive's Office has been created.</p> <p>Recruitment to new senior management roles at Director and Head of Service levels</p> <p>Target Operating Model project to inform ways of working and priorities</p> <p>New Heads of Service align structures, plans, budgets to deliver priorities</p>	<p>Stephen Brown, Chief Executive</p>
<p>That an Independent Review (or Race Equality Commission) be commissioned immediately into Equality and Diversity issues in Slough Borough Council.</p>	<p>Corporate Improvement Scrutiny Committee, 13th March, 2024, Item 2 - The Commissioners' 4th Best Value Report and Minister's response</p>	<p>The response is contained in the separate report on Equality Objectives.</p>	<p>See Equality Objectives cabinet report elsewhere on today's cabinet agenda.</p>	<p>Cllr Smith, Leader</p> <p>Stephen Brown, Chief Executive</p>

<p>That a draft HR Improvement plan is brought to CISC by the new HR Director 4 weeks following their arrival.</p>	<p>Corporate Improvement Scrutiny Committee, 13th March, 2024, Item 2 - The Commissioners' 4th Best Value Report and Minister's response</p>	<p>Cabinet NOTES AND AGREES the recommendation IN PART: Cabinet AGREES that a draft HR Improvement plan will be provided to CISC members by the new HR Director and requires the recommendation be implemented by a date to be agreed by the interim Chief Executive; Cabinet DOES NOT AGREE the four-week deadline for a new incoming director on the grounds that it is a matter for the new interim Chief Executive to determine the priorities for his corporate and senior leadership team and to ensure activity is appropriately prioritised. Reports on the senior leadership structure and other employment related reports are already being presented to the Employment Committee as part of the existing improvement plan.</p>	<p>Existing workforce improvement plan. Not wholly delivered, and requires a refresh, however some elements are and have progressed.</p> <p>New HR Heads of Service recruitment is underway.</p> <p>Cabinet notes the functions of the Employment Committee as being the body responsible for Council's responsibilities as an employer, including considering major changes in Human Resource Management and monitoring performance in HR.</p> <p>Guidance on scrutiny identifies the importance of scoping topics to ensure they have an impact and add value, are of high importance and reflect concern of local people, avoid work duplicated elsewhere, issue is one committee can easily influence, relate to area not performing well and relevant to all or large parts of local area. Less suitable topics would include those addressed or better addressed elsewhere, where change is imminent, too broad to make a review realistic, do not relate to executive matters or currently subject to inspection or recently undergone substantial change.</p>	<p>Cllr Smith, Leader Stephen Brown, Chief Executive</p>
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Progress towards becoming a
Best Value Council, including
progress against the Directions to
the Council

*A review after two years of
recovery activity*

December 2023

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[Note – Appendices A to F are not included in the Reference report from Scrutiny to Cabinet, April 2024](#)

1. Functional Capability Assessments

In the first six months of intervention, the council completed a Functional Capability Assessment across the council. This assessment was used to inform the council's Improvement and Recovery Plan, as captured in the Doing Right By Slough Corporate Plan, which was approved by Council in 2022.

This Direction was confirmed as Complete at that point in time. No further detailed commentary is therefore given in this paper.

2. Avoid Poor Governance or Financial Mismanagement

Detail to follow in papers for Finance Board scheduled on 21st December.

3a. Financial Sustainability Action Plan

Detail to follow in papers for Finance Board scheduled on 21st December.

3b. Democratic Governance Action Plan

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

An action plan to achieve improvements in relation to the proper functioning of democratic services, to include rapid training for council officers, a revised term of reference for the Audit and Corporate Governance Committee, and the agreement of an Annual Governance Statement for 2020-21.

NB - With the early agreement of commissioners, this direction has been read as referring to 'democratic governance' rather than only the Democratic Services Team.

A range of other sources have informed the democratic governance improvement action plan including, but not limited to, Jim Taylor's governance review, self-assessment workshops facilitated by third parties, audit findings, surveys of councillors and officers, and professional assessment by officers.

As presented to commissioners at the Improvement & Recovery Board in June 2023, the council plans to assess the strength of its own governance arrangements using recognised external frameworks and both qualitative and quantitative data in order to build up evidence which would demonstrate good "business as usual" governance to ourselves, to our external auditors and, in turn, Commissioners and the Secretary of State. These were to include:

- our annual review of our Code of Governance as part of the Annual Governance Statement process (more information below)
- a self-assessment by the wider leadership team based on the Centre for Governance and Scrutiny's 'seven characteristics of good governance' (we laid down a baseline a year ago and will repeat the exercise once the current restructure is completed), and
- a survey of councillors (the follow-up survey has just completed).

In addition to this, the recently published draft Best Value Guidance has identified Governance as one of the seven 'best value themes'. This describes the characteristics of a well-functioning authority and indicators of potential failure. It provides helpful guidance on the outcomes that should be evidenced in relation to democratic governance, and the council has assured itself that its democratic governance improvement action plan is aligned to these outcomes, which include:

- A well-run council will have clear and robust governance and scrutiny arrangements in place that are fit for purpose, appropriate to the governance arrangements adopted locally, understood by politicians and staff alike and reviewed regularly.
- Decision-making processes, within clear schemes of delegation, should be transparent, regularly reviewed, clearly followed, and understood, enabling decision-makers to be held to account effectively.

- There should also be evidence of decisions following good public law decision-making principles (reasonableness, proportionality, fairness, etc.). Codes of conduct and HR processes should be to sector standard and ensure effective support for whistle-blowers.

SUMMARY

Overall, the council has moved from a position of significant governance weakness, with major red flags in its governance framework and culture, and new and historic governance issues surfacing frequently without some of the basic control and assurance mechanisms in place, to a position in which the fundamentals of the governance framework are sound, while areas of weakness are known and risk assessed. Processes and procedures are now in place to deliver further improvements as set out in the project plan, and the council has set out how it intends to monitor and maintain the strength of its governance arrangements in future.

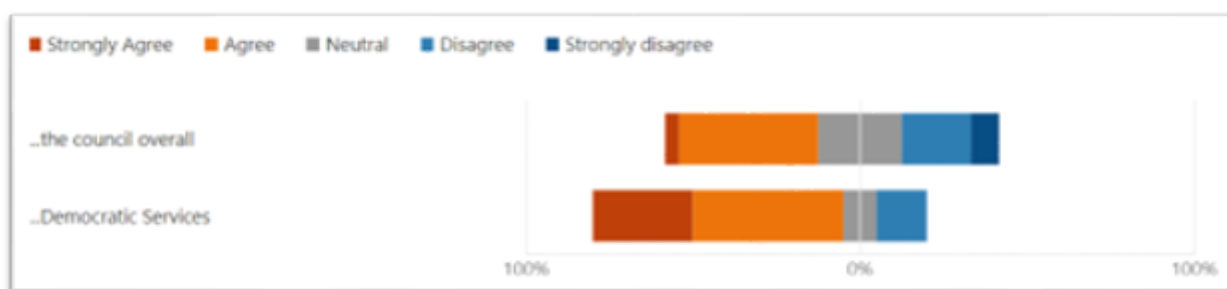
PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ Following completion of the first two phases of the democratic governance improvement plan, the Monitoring Officer produced a plan for the following six months' delivery and Commissioner Curran met with the Monitoring Officer and Statutory Scrutiny Officer on 7 September to review progress and next steps including a view of both the project workbook and 'plan on a page'.
- ✓ Completion of Annual Governance Statement (AGS) 2022/23 including review of governance arrangements and creation of AGS action plan; mid-year progress review against the AGS action plan.
- ✓ Established effective relationships and ways of working between lead Members and lead officers, which proved resilient through two cabinet reshuffles.
- ✓ Very proactive involvement of the Monitoring Officer in incidents of poor behaviour involving councillors, with political-group-led resolution as the preferred outcome to help establish self-governing systems for the duration of the municipal cycle. However, all formal processes followed as necessary for complaints under the council's Code of Conduct.
- ✓ Robust intervention continues behind-the-scenes where necessary with individual members, committee chairs and group leaders, to address governance risks and assist in the development of a positive leadership culture in the new council. This includes provision of additional training, extra pre-meetings and agenda-setting sessions led by the Statutory Scrutiny Officer, regular meetings with Group Leaders by various key governance officers and the bedding-in of new working relationships within the Democratic Services Team between the cabinet office, democratic services, and political group support officers.
- ✓ The Leader and Chief Executive attended Standards Committee on 10 October 2023 to reiterate their commitment to high standards of conduct. The committee is engaging with its brief, having now also input into the forthcoming survey of councillors and commissioned a Member Development Working Group.
- ✓ The council reinforced awareness of respective roles of officers and members, for example this is supported by a new draft Member/ Officer Relations Protocol which has been presented to IRB for review as part of wider report on member behaviour. The protocol has been debated and agreed by Member Panel on the Constitution and commissioners were complimentary about the re-drafted access to information provisions, highlighting members legitimate rights to access information. Following review by members of the Standards Committee, it is intended this will be submitted to Council in January 2024.
- ✓ Various improvements to cabinet office processes and support as the new cabinet has settled in and their working relationships with lead officers have matured; this has included e.g. regular cycles of 1:1s for all lead members, allocation of lead support officers to cabinet

members, and stronger demand-led agenda items for Lead Members & Directors meetings (and the format of this meeting remains under observation by the Leader).

- ✓ Programme of governance training for officers has run throughout intervention and continues to develop; most recently incorporating governance sessions for all new starters and a weekly 'Governance Leadership Learning' programme which has been running for the wider leadership team since July 2023. The 'Governance Leadership Learning' programme continues with up to 30 members of the extended CLT attending each week and videos made available afterwards. Topics have included e.g. Risk Management, Working in a Political Environment, Good Scrutiny, Officer Code of Conduct, 'Confidential' reports, and Report Writing for Success.
- ✓ Further steps taken to support Executive Directors with timely production of reports for stakeholder engagement, clearance and sign-off. Including more training, developments to corporate schedule (reviewed weekly at CLT), updating arrangements for commissioner clearance using a single-point-of-contact, and in December the launch of a corporate SharePoint site to assist with monitoring, collaboration, and clearance of reports. This work is ongoing to encourage consistency across service areas.
- ✓ Created opportunities for members and officers to exchange ideas in informal settings, to help build trust and a positive culture of cross-party working post-election in e.g. pre-meetings for Scrutiny and Audit Committees.
- ✓ In November 2023 Council appointed three new independent co-opted members to the Audit & Corporate Governance Committee which fills all four co-opted vacancies for the first time in memory and will bring a wider pool of expertise and independent oversight to the work of the committee. Furthermore, the Audit Committee has had a bespoke member development programme with lots of additional officer support and in November 2023 Council appointed a Labour Group member to the position of Vice Chair to the Liberal Democrat Chair.
- ✓ Audit Committee has dealt with a range of key items such as an updated risk management strategy, improved progress against historic internal audit actions, update on AGS action plan progress and an SCF governance update - providing evidence of improved internal control, audit, and governance.
- ✓ Design and advertisement of new Monitoring Officer role as part of leadership restructure.
- ✓ Second Member Survey launched November-December 2023 which will be reported to Officers and Members in the New Year. The responses are broadly encouraging, for example, the percentage of councillors agreeing or strongly agreeing with the statement: "I am satisfied by the quality of the member support provided by the council overall" has increased from 45.9% to 73.4% since January 2023. Only one single councillor reported dissatisfaction with the member support provided by democratic Services.

January 2023 “I am satisfied by the quality of the member support provided by...”



Dec 2023 “I am satisfied by the quality of the member support provided by...”



NEXT STEPS

- 2024 will see delivery of phase 2b and phase 3 of the council’s Democratic Governance Improvement plan, which includes a wide range of actions not fully replicated here as commissioners have direct access to the project documentation.
- The council proposed to commissioners at the Improvement and Recovery Board in June 2023 how it intended to monitor the strength of its own governance arrangements. This would in turn provide assurance for commissioners when considering progress against this direction. The democratic governance improvement action plan has continued on this basis. Therefore, as set out at IRB 29 June the council intends to measure progress through a mixture of:
 - a. effective annual review of the council’s governance arrangements (per CIPFA/SOLACE framework);
 - b. structured self-assessment by members and officers of the health of the council’s governance culture (per CfGS ‘delivering good governance’ characteristics of good governance); and
 - c. continuous ongoing (BAU) monitoring of governance health by the Corporate Governance Working Group chaired by the Monitoring Officer.
 - d. The November/December councillor survey will also be a useful source of data.
 - e. More recently, the draft Best Value guidance has been published, which also provides a description of effective governance which the council is reflecting in its improvement objectives.
- Review of SBC’s governance framework for the 2022/23 Annual Governance Statement is to be upgraded further during 2024 by gathering service assurance statements and updating the ‘policy statement on Corporate Governance’ into a more standard ‘code of governance’ – again, the purpose is for SBC to further assure itself of the strength of its governance arrangements, but the commissioners should be able to draw assurance from this in turn.
- The next phase of the Member Development Programme will take place, following the successful induction programme. The content of this will be strongly influenced by feedback

from the councillor survey. Further consideration to be given to formalising all-member subject-matter briefings as part of this.

- Improvements to the way we provide information to councillors e.g. on SharePoint and the council's intranet to allow councillors to self-serve (building on recent launch of SharePoint document repository for scrutiny committee members).
- Recruitment of permanent Monitoring Officer.
- Consideration of the outputs from the 'resident engagement and rebuilding trust' scrutiny task and finish group, with a view to any potential developments in democratic engagement by and with communities, including better leveraging the role of individual councillors in their communities.

PROGRESS OVER THE PAST TWO YEARS

- ✓ Overall, the council has moved from a position of significant governance weakness, with major red flags in its governance framework and culture, and new and historic governance issues surfacing frequently without some of the basic control and assurance mechanisms in place, to a position in which the fundamentals of the governance framework are sound, while areas of weakness are known and risk assessed. Processes and procedures are now in place to deliver further improvements as set out in the project plan, and the council has set out how it intends to monitor and maintain the strength of its governance arrangements in future.
- ✓ The council resolved to move to four-yearly elections to assist with political stability; requested and then implemented an electoral review of ward boundaries moving from three-member to two-member wards; and successfully carried out elections on those new ward boundaries with new voter identification requirements in May 2023.
- ✓ Relatively seamless transition of Labour majority administration to a Conservative administration with no overall control underpinned by a Con/LibDem co-operation agreement (with a draft Corporate Plan agreed for consultation at the May meeting of the new administration, showing how successfully this transition was handled by lead officers and Members, maintaining momentum).
- ✓ Successful delivery of the first two phases of the council's Democratic Governance improvement plan, comprising a range of actions set out in this document which address governance culture and behaviours as well as process and procedures (as per evidence provided to the commissioners in a 'deep dive' at the Improvement and Recovery Board on 29 June 2023).
- ✓ Corporate Governance Working Group meets monthly and oversees project delivery as well as corporate governance health of the organisation, boosting the council's overall self-awareness about good governance.
- ✓ A cultural shift towards ensuring that finance and legal are appropriately central to decision-making, supported by a range of actions designed to improve effectiveness of, and compliance with, formal decision-making processes, such as via forward planning of

decision-making, early engagement with members and other stakeholders about better quality reports. Training about all this embedded in the employee induction programme.

- ✓ Range of actions taken by lead members and officers to ensure respectful member/officer relations and improve organisational awareness of Slough's particular political dynamics.
- ✓ Revised and updated Scheme of Delegations, along with internal schemes per directorate consistently dealing with financial, HR and procurement delegations and adjacent amendments to contract procedure rules and financial procedure rules.
- ✓ Reviewed and reprioritised Democratic Services Team's limited resources, including filling key vacancies, rationalising number of committees, improvements to procedure.
- ✓ A range of priority-informed constitutional changes and an ongoing programme of constitution review.
- ✓ New Executive Procedure Rules were approved by Council in July 2022 which promoted greater democratic participation by introducing new public speaking rights to Cabinet for the first time. They also established a new process for taking urgent key decisions in a far more open and transparent way.
- ✓ In October 2022, a new governance approach for asset disposals was agreed that ensured all major decisions on assets were taken in public by Cabinet and therefore were subject to all the controls and processes associated with a well-functioning Cabinet decision-making process.
- ✓ A new Standards Committee was split off from the Audit Committee, it has reviewed the whistleblowing policy and procedures against best practice, reviewed data about member support and heard from the Chief Executive and Leader about the steps they are taking to lead an authority with high standards of behaviour. Complaints reports capturing themes and learning were presented to the Audit committee.
- ✓ Enhanced Member Induction programme implemented with strong emphasis on behaviours (Nolan Principles) and (Code of) conduct, including swift adaptation post-election to equip the 22 new councillors (out of 42) to carry out their duties as members. The overwhelming majority of the councillors who responded to the recent councillor survey were satisfied by the induction they had received since May 2023, with only two councillors expressing any dissatisfaction.
- ✓ The Leader of Council has shown strong overt support for importance of mutual respect between members and between officers and members (e.g. email to all staff and members, roadshows etc).

RISKS, ISSUES AND MITIGATIONS:

The quality and timeliness of decision-making reports, and early involvement of key stakeholders, is not consistent across service areas. Good forward planning should help promote improved Member, community and public engagement and support an effective decision-making structure.

MITIGATION - Using the existing mechanisms such as the Corporate Schedule which is reviewed at CLT every week, CLT are taking personal and collective accountability for ensuring that reports do not miss deadlines except in legitimately exceptional circumstances. Exec Directors and report authors will be held accountable for the consequences of any delayed items due to missed deadlines. A service planning cycle is underway with clear links back to the corporate plan.

The action plan from the 2022/23 Annual Governance Statement outlined several significant governance issues to be monitored through 2023. An update against that action plan was reviewed in public by the Audit and Governance Committee on 22 November 2023, outlining the progress on all fronts and further actions to be taken or areas of ongoing risk. The items on that action plan, and therefore covered by that update, are:

- Council Plan and compliance with DLUHC statutory direction
 - Children’s Social Care
 - SEND (special educational needs) services
 - Financial management / sustainability
 - Asset Disposal Project
 - Closing of statement of accounts
 - Housing management
 - Company governance arrangements
 - Supporting new and inexperienced councillors
 - Organisation and culture
 - Resident engagement
 - Performance and risk management
-

Without an organisation-wide leadership induction / development programme and pipeline (a dependency to be delivered by HR), the council’s high staff turnover may be allowed to erode the value of the extensive governance training efforts undertaken over the past two years.

MITIGATION - The Executive Director for Strategy and Improvement is currently reviewing plans for a leadership induction & development programme, with a view to identifying resources for it or reshaping the programme to be deliverable within existing resources. Meanwhile, leadership induction and development are conducted via the all-staff corporate induction and induction checklist including all-staff and manager-specific mandatory e-learning, with primarily ad-hoc ongoing personal development (with some

good service-specific or subject-specific exceptions e.g. 'governance leadership learning' programme, which is recorded and available to new starters, and self-directed CPD for those in professions). The recommencement of 'extended CLT' and other wider leadership/management forum meetings soon, which have been paused during the current restructure, may also provide an opportunity for the council to develop a mutually supportive leadership team with a culture of helping new starters get up to speed.

Recruitment – we need to recruit to two key statutory governance posts; namely the Monitoring Officer role which has been held on a part-time interim basis, since October 2022, and the Democratic Services Manager position as the current postholder has recently resigned. It is intended that the Democratic Services Manager be appointed as the Statutory Scrutiny Officer in due course subject to the agreement of the Commissioners.

MITIGATION – A national recruitment campaign has been carried out by Starfish for the Monitoring Officer role and interviews are to be held over the next month with an appointment intended to be made by the Commissioners (should they so wish to exercise that power) and endorsed/approved at the January Council meeting.

As far as the Democratic Services Manager post is concerned, an extensive recruitment exercise will be commenced in the New Year. In the meantime, a contingency plan is in place in the event of the current postholder leaving before the end of his notice period.

3c. Scrutiny Action Plan

“An action plan to achieve improvements in relation to the proper functioning of the scrutiny function, to include a review of the Authority’s strategic risk register to make it fit for purpose.”

Directions: “...to secure the Authority’s compliance with the requirements of Part I of the 1999 Act, in particular: To... achieve improvements in relation to the proper functioning of democratic services, scrutiny... thereby delivering improvements in services and outcomes for the people of Slough”

A range of other sources have also informed the scrutiny improvement action plan including, but not limited to, Jim Taylor’s governance review, a scrutiny review by the Centre for Governance and Scrutiny, councillor surveys, audits, and professional assessment by officers.

SUMMARY

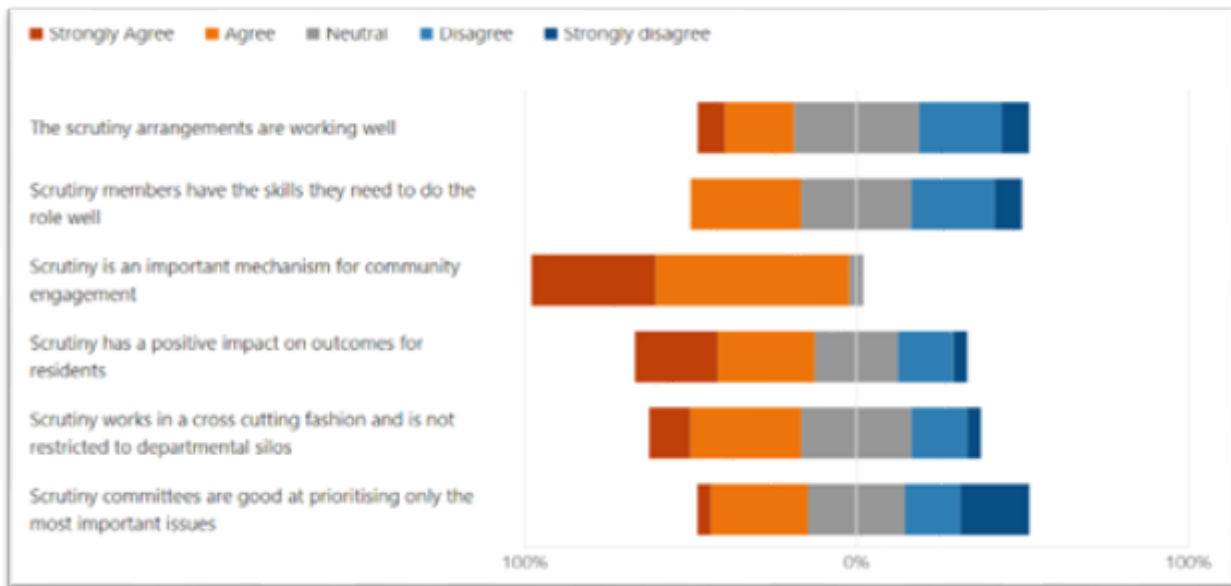
Overview and Scrutiny in Slough Borough Council has changed completely over the past two years. Its structure, focus, procedures, style, and constitutional basis have all been overhauled to give councillors the best possible opportunity to assist in the council’s improvement and recovery. While most of the big structural step-changes happened around the May 2023 election, lots of incremental work before and since has added up to the biggest achievement: the beginnings of a cultural shift towards councillors and senior officers better recognising the value of scrutiny, with the council putting the right conditions and individuals in place to allow it to blossom over the coming years of this municipal cycle. During this improvement journey councillors have done their best to hold the executive to account and ‘task and finish groups’ have delivered recommendations which the cabinet has adopted in full. An induction programme delivered with the Centre for Governance and Scrutiny (CfGS) has helped to get the current committee, which includes several new councillors, up to speed and they must continue to hone their new skills and work programme as the year progresses. The Centre for Governance and Scrutiny (CfGS) will be doing a mini review in January 2024 to help SBC assess progress and plan for scrutiny’s continued improvement.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

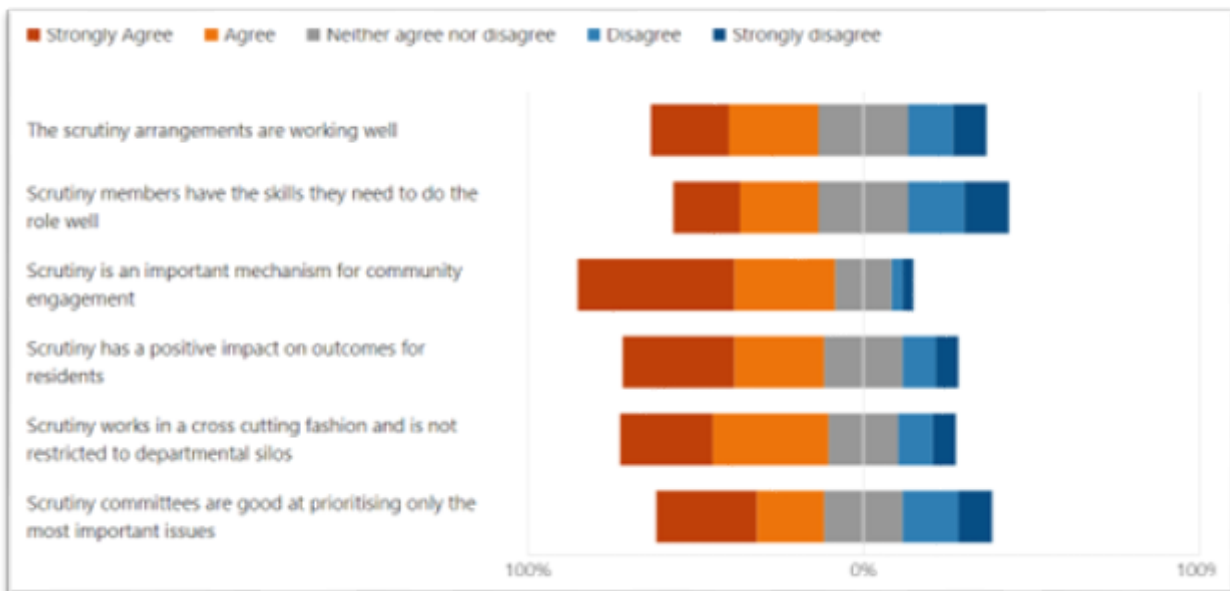
- ✓ Work programme agreed in September 2023 after a development process lasting several months, informed by workshops facilitated by Centre for Governance and Scrutiny, including two public drafts with Member and commissioner feedback and input from across the wider leadership team of the council. The work programme has continued to evolve since, showing positive development of the committee.
- ✓ System of pre-meeting workshops established, showing benefits both for improving committee performance and team building between members – later the model was applied to Audit Cttee pre-meetings too, based on this success.
- ✓ The Committee continues to develop as a team, improving their critical and questioning skills, learning more about the council, developing a better understanding of their role and learning how to plan and execute effective scrutiny.

- ✓ A system of agenda planning meetings established, allowing the Chair to meet report authors and shape the detail, purpose, and preparation for scrutiny items two months in advance.
- ✓ The new model for pre-decision (policy development) scrutiny, which is based on more task & finish group work outside of full committee, has got off the ground.
 - Recommendations by a 'Preparedness of Adults Social Care for an assessment by the Care Quality Commission' Task and Finish Group on were endorsed by CISC on 28 November 2023 for recommendation to Cabinet. Note this was chaired by an opposition member and helped advance cross-party ways of working. Members learned that the service anticipates an adverse inspection finding and made mitigating recommendations.
 - A second T&F group has been launched on 'resident engagement and rebuilding trust,' a priority area for the council's improvement and recovery. This launch showed lessons learned from the first task and finish group e.g. an improved scoping document format, and progress towards best practice e.g. it plans to co-opt a member from outside the council.
- ✓ Recommendations tracking mechanism introduced, allowing scrutiny to publicly track implementation of formal recommendations and actions agreed.
- ✓ A SharePoint repository of key documents and information launched for committee members to self-serve.
- ✓ Successful permanent recruitment of a Scrutiny and Governance Officer – a role which had been hard to fill.
- ✓ The leadership of the Corporate Improvement Scrutiny Committee has changed in December 2023. The former Vice Chair is now chair, and a new committee member has been appointed Vice Chair. The new Chair represents continuity, having been the Vice Chair and having done all the induction/training alongside the outgoing Chair. That appointment may indicate that the council's political leadership is giving good consideration to the appropriate skills for a chair of scrutiny.
- ✓ The council has conducted a second survey of its councillors, in November/December 2023. It is difficult to draw firm conclusions from comparisons with the previous survey results (conducted January 2023) since half the individuals on the council have changed and the electoral context and political balance of the council is so radically different. Most importantly, there were somewhere between 20 and 30 councillors on scrutiny committees when the previous survey was conducted, and only 10 now. Having said this, the 30 responses received to date do paint a picture. It seems that councillors' perception of the function is more polarised than it was 11 months ago, however the overall picture is of progress: the percentage of councillors agreeing or strongly agreeing that the scrutiny arrangements are working well has increased from 29% to 50%, and the percentage agreeing that it is good at prioritising only the most important issues has risen from 33% to 50%.

January 2023 results:



November/December provisional results as of 7 Dec 2023:



NEXT STEPS

- In January 2023, the Centre for Governance and Scrutiny will be conducting a progress review, following up on their 2021 review. This is as per the plan, set out to commissioners at the Improvement and Recovery Board in July 2023, for Slough to seek its own sources of assurance and self-awareness about its scrutiny and democratic governance improvement and recovery journey.
- The ongoing Scrutiny Improvement Action Plan should be updated to reflect whatever is learned from the CfGS review and delivery against that plan can be expected to continue. A decision will be needed after that review as to whether the council’s improvement journey in this area can yet be considered ‘business as usual.’

- Delivery against the committee’s continuously evolving work programme, which prioritises areas subject to directions and other key drivers of improvement and recovery identified by the council.
- Continued evolution and improvement of the work programme as the committee gains confidence and knowledge, including via a 13 December 2023 ‘mid-year’ workshop and a May 2024 ‘annual refresh’.
- Continued improvement of the quality of the committee’s output as the committee gains confidence and knowledge.
- A data workshop and training exercise in December 2023 should lead to better use of corporate performance information and KPIs by scrutiny councillors.
- Widening the horizons of committee members through increased contact with other local authority scrutiny functions, as part of the ongoing member development programme.
- Scrutiny will review its own approach to involving communities in its work, beginning to build a more outward-looking way of working, starting with the task and finish group launched in November 2023 on ‘resident engagement and rebuilding trust’. This group will also be encouraged to consider members’ appetite for participative or deliberative forms of democratic engagement.
- A further improved budget scrutiny process.

PROGRESS OVER THE PAST TWO YEARS

- ✓ Achieved significant performance improvement of O&S Cttees before the election through close support of O&S Chair and committee, laying groundwork for step-change in May 2023.
- ✓ Established new Scrutiny arrangements in May 2023, in line with Centre for Governance and Scrutiny recommendations, with cross party support, following successful and impactful pilots of new ways of working (including e.g. Task and Finish groups) pre-election.
- ✓ The terms of reference for the new committee, and the deletion of subsidiary committees, provides for a strong, single-minded focus on the council’s financial and non-financial improvement and recovery, and allows the council to focus its limited resources on ensuring that the single scrutiny committee is effective.
- ✓ Council agreed an Independent Remuneration Panel’s recommendation to increase the allowance for Scrutiny Chair and Audit Committee Chair to a level close to that of Cabinet Members, to assist with appointment of quality candidates.
- ✓ Thorough, CfGS-assisted (LGA-funded) scrutiny induction/training programme for members of the new Corporate Improvement Scrutiny Committee, cabinet, and officers ran from May-October 2023.
- ✓ See bullet points above for further progress since July 2023.

RISKS, ISSUES AND MITIGATIONS:

A majority of the members of the Corporate Improvement Scrutiny Committee were first-time councillors in May 2023. Their learning curve has been, and will continue to be, very steep. As they learn, however, their ability to conduct valuable scrutiny will continuously improve, and the frequency of impactful scrutiny recommendations will increase.

MITIGATION - Further training and development for the committee should continue through the municipal cycle, and the new SharePoint repository of scrutiny resources will continue to grow including videos of prior training. The Committee will be supported formally and informally to keep its work programme under constant review.

The committee has expressed a wish for more bespoke information rather than copies of cabinet reports. An area the committee intends to develop is in commissioning more targeted information on key issues where it has the knowledge to be proactive. This may stretch the organisation's capacity to provide such information.

MITIGATION - the scrutiny team and incoming Chair are building relationships with exec directors and other officer stakeholders, including via regular agenda-planning meetings with senior officers, to plan and make sure scrutiny's needs can be addressed in a way which is as sensitive to the organisation's resource pressures as possible while still achieving good scrutiny outcomes.

Scrutiny of the draft Budget is inevitably constrained by timescales. There have been elements of good practice over the past two year's budget-setting cycles but there is more work to do for 2024/25 budget-setting to enable a meaningful and informed scrutiny of the draft Budget. Overall, the budget scrutiny process is still some distance from 'best practice.'

MITIGATION: The 2024/25 budget-setting process has involved good work to build the financial scrutiny skills of new councillors and the new committee, with a number of context briefings based on in-year outturn information, plus various rounds of finance scrutiny training both in-house and with CfGS assistance, and a public discussion of two specific areas of in-year overspend in November with a conscious eye on the implications for budget-setting. A draft budget will be provided to scrutiny in January with further associated briefings and training.

The committee has shown assertiveness and an awareness of best practice by already beginning a discussion with the cabinet member and executive director early (reiterated most recently in their November 2023 public meeting) about their expectation of greater openness and a better budget scrutiny process overall for 2024/25.

3d. Internal Audit

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

“An action plan to achieve improvements in relation to the proper functioning of internal audit, which addresses outstanding management actions and includes the commissioning of an independent review of the internal audit contract and a fully costed plan for establishing an internal audit function that reflects best practice.”

SUMMARY

In summary, the overall direction has, and continues its journey with a view that all high-rated internal audit actions for FY2021/22 (and all prior years’ actions) are closed. An audit plan for FY2023/24 was approved at Audit Committee (19 July 2023) and the plan continues to be delivered. Capability and capacity issues remain constant, but these are being addressed with an offer of employment for the Senior IA appointment who also has an IT audit experience. AN EOI exercise has been undertaken to fill the Head of Financial Governance, Internal Audit, Counter Fraud, Risk, and Insurance role.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ Recruited two additional Internal Auditors to the Internal Audit team.
- ✓ Progress continues to be made on closing actions on the tracker. FY2021/11 July 2023 had 118 overdue audit actions, November reported 65 overdue audit actions. FY2022/23 July 2023 had 81 overdue audit actions, November reported 56 overdue audit actions. All 27 audit reports for FY2022/23 have been finalised. The overdue actions continue to reduce month on month.
- ✓ Implementation of the AuditBoard system (go-live December 2023).

NEXT STEPS

- Finalise recruitment to fill current vacant posts in the Internal Audit team.
- Increase in capability – delivery of a wide-ranging, value add audit plan on a new system that will allow Head of Financial Governance, Internal Audit, Counter Fraud, Risk, and Insurance to provide an annual Internal Audit Report and Opinion.
- Reduction in internal Audit actions – no audit actions outstanding from FY2021/22 and no more than 30% of the total audit actions outstanding from FY2022/23.

PROGRESS OVER THE PAST TWO YEARS

- ✓ Set up the in-house Internal Audit function from March 2023 with Head of Financial Governance, Internal Audit, Counter Fraud Risk and Insurance, Internal Audit Manager and Senior Internal Auditor.
- ✓ Progress is being made on closing actions on the tracker. FY2021/11 March 2023 had 161 overdue audit actions, July reported 118 overdue audit actions. This continues to reduce month on month. FY2022/23 March 2023 had 45 overdue audit actions, July reported 81 overdue audit actions. 15 audit reports had been finalised and a further 10 audit reports were in draft status as at end of November 2023.
- ✓ Creation of the Audit Universe which led to the Audit Plan being reviewed and updated by in-house Head of Financial Governance, Internal Audit, Counter Fraud, Risk, and Insurance in Q1 2023/24.

RISKS, ISSUES AND MITIGATIONS:

Resource capacity – the Head of Financial Governance, Internal Audit, Counter Fraud, Risk and Insurance and the Senior Internal Auditor roles are vacant affecting the delivery of the Audit Plan agreed by the Audit Committee on 19th July 2023.

MITIGATION – EOI underway for the Head of Financial Governance, Internal Audit, Counter Fraud, Risk, and Insurance role and offer of employment made to an individual for the Senior IA role.

Resource capability – current resources do not have Council-wide experience to undertake deep dive or specialised audits such as IT audits (in areas like Cyber Security).

MITIGATION – Potential Senior IA appointment has IT audit experience, awaiting final confirmation of employment checks.

Audit Board may take time to bed in and affect short-term delivery after initial launch.

MITIGATION – parallel run of system with current IA process and procedures.

3e. Procurement

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

“An action plan to achieve improvements in relation to the proper functioning of the procurement and contract management function, which includes an independent review.”

SUMMARY

We have continued to strengthen the foundations of procurement within the organisation following independent review of our processes. The framework along with the process mapping have helped ensure the Council is better positioned to continue with the improvement work we have already started to embed across the organisation. We know that this is a continuous process that we will focus on and ensure that the culture needs to be further embedded in. The development and implementation of a Commercial Strategy will help pave the way forward.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ Developed a framework to ensure there is co-ordinated and consistent approach to contract management, including learning from other local authorities and local partnerships.
- ✓ Completed procurement and contract management process mapping with local partnerships. Recommendations regarding streamlining of processes and procedures are being embedded.
- ✓ Embedded sustainable improvement in the service by successfully recruiting to key procurement, contract management and commercial roles.
- ✓ Engaged in the London Procurement network to share learning and best practice and re-invigorated the Berkshire procurement network.
- ✓ Piloted a social value policy in the procurement team, to ensure it is fit for purpose.
- ✓ Engaged with small and medium enterprises at SME events, to ensure SME's have visibility on how to do business with the council and oversight of its procurement forward plan. Also engaged with micro-businesses, voluntary, community and social enterprises (VCSEs). We recognise the importance of engaging with these types of services and have clearly articulated this intention in our recently completed strategy for the Commercial Services.

NEXT STEPS

- Development and implementation of a commercial strategy which expands on the strategy developed in 2021, to include commercialisation and contract management.
- driving up contract management standards by developing assurance processes.
- review of the contract procedures rules to ensure they are fit for purpose in relation to the council's governance arrangements, and the 2023 procurement act.
- enhancements to internal systems and processes supported by the Procurement officer.
- continuing the staff training programme, courses take place every two months.
- To further support our commitment to effective contract management, the contracts team is currently developing a contract management toolkit. This toolkit will provide practical

guidance and tools to help us implement the contract management element of the Commercial Services strategy effectively.

PROGRESS OVER THE PAST TWO YEARS

- ✓ Reviewed and improved the council's contract procedure rules and improved procurement and contract management governance and decision making.
- ✓ Embedded the training programme, by training 145 staff to date. The training ensures staff are aware of the council's contract procedure rules, thresholds, and governance processes.
- ✓ Implemented a centralised contracts register which has not been in place for 10 years. This has improved the management and oversight of contracts and has allowed the council to pipeline plan procurement activity more effectively, which drives better value for money.
- ✓ Moved away from relying on expensive consultancy support from RSM. Recruited a permanent in-house team and procured better value, specialist consultancy support resources.
- ✓ Reviewed all council contracts and identified opportunities to drive savings of £1.8m.

RISKS, ISSUES AND MITIGATIONS:

Recruitment and retention – two procurement category manager roles remain vacant.

MITIGATION - Timely progress has been made with most of the team with the intention to ensure the team is filled with permanent staff. Work is underway in determining the best way to recruit the remaining skilled staff we need e.g. via a tailored recruitment strategy. This is so that the Council can attract prospective candidates.

Regional networks – the practical and operational challenges associated with collaboration.

MITIGATION -To date the team has made every effort to capitalise on networking opportunities. This has included attendance at a conference for Procurement. Going forward, this will need to continue with a specific aim of collaboration where possible.

Social value – the need to ensure that social value applied, is measurable, links directly to the residents of Slough and is included in key performance indicators and contract management.

MITIGATION - This is still at its infancy stages, having been piloted recently. The aim is to embed this further in by ensuring it is included in the KPI reporting and contract management. This way the Council can measure the social value aspect along with clear links to the residents of the Borough.

Contract management - ensure resources are concentrated on the right contracts, contracts will be categorised, and risk assessed so time is spent the highest risk contracts to the council.

MITIGATION - Balancing resource allocation is key e.g. ensuring resources are diverted to where it is needed. Going forward, the team will build upon the work on process mapping to ensure the Council strikes the right balance.

3f. ICT

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

“An action plan to achieve improvements in relation to the proper functioning of the Authority’s IT.”

SUMMARY

There is a clear and consistent improvement in the delivery of IT services across the council, supporting the achievement of this direction. A more detailed action plan for 2024 has been developed. An initial Plan-on-a-Page (POAP) has been created but is subject to final sign-off pending several factors, including budget approval, dependencies with other projects and service area priorities. Therefore, the summary captured in POAP presented here is liable to change.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ Data centre relocation (to a government approved Ark tier 3 data centre) - total saving around £60k per annum.
- ✓ Wide area network (SD-WAN) rollout – total saving around £120k per annum
- ✓ Azure Landing Zone (Microsoft Cloud) Setup
- ✓ Mobile Data and Telephony replacement – total saving on telephony for SBC around £300k per annum
- ✓ Implementation of an application tracking system for HR (Talos 360)
- ✓ Improvements to mobile device management (Microsoft Intune)
- ✓ First phase of laptop auto-build process and laptop Intune device management
- ✓ Implementation of robotic process automation in support of Revs and Bens
- ✓ Upgrade of core digital platform (Jadu)
- ✓ Draft code of connection (CoCo) completed and will be submitted in December.
- ✓ Implementation of improved translation functionality on the Slough Council website
- ✓ Initiated IT improvements to customer services.

NEXT STEPS

- Completion of the implementation of the Arcus cloud based regulatory and licencing application (replacement of Flare and Lalpac).
- Completion of phase two of the NEC Northgate Housing system.
- Update to roles and responsibilities across the ICT&D team based on learning and needs of the next phase of improvement.
- Implementation of disaster-recovery-as-a-service (DRaaS) **(Pending financial approval)**.
- Implementation of backup-as-a-service (BaaS) **(Pending financial approval)**
- Replacement of Firewalls.
- New resource, governance, and roadmap for social care platforms **(Pending financial approval)**
- Implementation of a managed service for Wi-Fi across SBC locations

- Implement a new approach to secure email.
- Continuing to decommission old, legacy servers and infrastructure (move to the cloud where possible)
- Implementation of system monitoring platform to detect issues more rapidly and prevent service outages.
- Implementation of security logging platform to detect potential cyber threats.
- Growth in the use of the core service management system to support HR processes e.g., workflow for team changes, onboarding, and induction to ensure consistency by managers.
- Delivery of laptops to new managed standard including always-on VPN security
- Replacement of Slough intranet (use of Microsoft 365 Viva Connections)
- Supporting accommodation changes
- New vehicle inspection and routing system for waste management to improve efficiency.
- Consolidation of Microsoft 365 platform to reduce reliance on locally hosted infrastructure.
- First steps in the replacement of legacy Citrix (thin client) architecture – potential move to Microsoft Azure Virtual Desktop (AVD)

NEXT STEPS

- ✓ Adoption of new ICT&D 3-year adaptive strategy (due for annual review in Q1 2024)
- ✓ Restructure of the ICT&D team to provide capacity for change.
- ✓ Building of new standard operating procedures to drive consistency in support and technology management.
- ✓ The building of project and programme management controls to manage the high levels of concurrent change.
- ✓ Service reporting processes implemented that provide transparency to senior staff and members.
- ✓ Storage Area Network (SAN) (primary document storage) replacement
- ✓ Core networking switch replacement
- ✓ Implementation of new IT service management system (Astro) and related processes and ways of working e.g., Astro hub
- ✓ Implementation of full Microsoft M365 services for email, SharePoint, and Teams
- ✓ ScanStation (document scanning services) implementation (and now extension to other service areas)
- ✓ Contact centre telephony replacement
- ✓ Firewall upgrades
- ✓ Modern.gov migration to the cloud
- ✓ Academy Revs & Bens migration to the cloud
- ✓ ICON chip & pin upgrade rolled out.
- ✓ Capita One education system migrated to the cloud.
- ✓ Move of core ERP (Agresso) to new hosting provider leading to saving of around £200k per annum
- ✓ Implementation of Bullwall ransomware prevention
- ✓ Implementation of a microcell within Observatory House to improve O2 mobile signal.
- ✓ Completion of phase one of the NEC Northgate Housing system implementation (retirement of previous Capita housing system)
- ✓ Delivery of new standard of laptops to Members
- ✓ Removal of BlueJeans video conferencing- adoption of full Microsoft Teams.

RISKS, ISSUES AND MITIGATIONS:

Acquiring skilled resource to undertake the complexity and volume of work remains challenging.

Financial position of Council means that money may not be available (leading to lower ability to automate/digitise and the need to live with a higher level of risk for longer)

Depleted resource in the organisation means that departments are unable to engage with ICT&D to move automation/digitisation forward.

Ambiguity around estate and the future of OH means that it is difficult to plan substantial improvements in a cost-effective way.

5. Culture

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

“In the first six months devise and then implement a programme of cultural change to rebuild trust between officers and members, to the satisfaction of the Commissioners. This should make sure both Members and Officers understand the scale of the challenge and their respective roles in driving improvement and the way in which the Authority and its activities are regulated and governed and the way in which this is monitored, and breaches rectified.”

SUMMARY

The Culture change programme has been established since December 2022, with a Plan on a Page (POAP) created and approved. First actions on each workstreams complete focused on getting the council culture change ready. Members, Leadership Team, and Officers of the council engaged throughout the programme. Clear actions and outcomes have been driven from the questionnaires conducted and workshops run. Improvement solutions developed have been co-created and informed by colleagues throughout the organisation.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ Full Council adopted the new Corporate Plan in September 2023, which provides the Purpose for the purpose-led Culture Change.
- ✓ Equalities Objectives agreed by Cabinet in November 2023. Public consultation to take place early in 2024.
- ✓ Employee Engagement survey to gain insight into the current issues and provide baseline against which culture change outcomes will be measured against.
- ✓ Lunch and learn sessions held for Senior managers to support their development and opportunity to collaborate with peers.
- ✓ Refreshed Hybrid Working Policy launched in October 2023.
- ✓ CLT team development progressed, including profiling to support their effectiveness as a team and identifying development opportunities. Workstream supported by the Local Government Association (LGA).
- ✓ Senior Management Restructure complete, with recruitment of Directors underway. The Directors will support the strategic leadership of the council.
- ✓ Directorate and service-specific culture change underway according to need e.g. All Directorate staff briefings and Viva Engage online communities, and HR process implementation in the DSO.
- ✓ FITT analysis workshops underway across the council to establish root cause for issues raised within staff survey and develop solutions in collaboration with employees of SBC.

NEXT STEPS

- Developing the next stage of the cultural change programme, informed by the FITT workshops, and in line with the development of a Target Operating Model and delivery of the approved Corporate Plan.
- Roll-out of new on-boarding process, which will start the employee's cultural journey before they join the council.
- Continue to deliver staff surveys and pulse surveys to develop an on-going understanding of staff morale, behaviour, and culture, and can act accordingly.
- Employee engagement to collectively develop a plan that addresses the changes required, how best to support staff through this change, and create an opportunity to engage with the staff to shape the change journey. The Recovery champions are pivotal to driving this change on the ground.
- Outcomes from the FITT workshops with staff will inform the on-going delivery of the culture programme.
- Use outcomes of FITT workshops to consider whether a refreshed set of values and behaviours are required. Take an employee-led approach.
- Further develop and invest in leadership and management across the council to build trust and confidence.
- Identify training and development needs through the appraisal process, which will adopt a Gold Thread from senior managers through to department leads and staff teams. Focus on uptake and quality of appraisals.
- Embed a performance driven organisation that celebrates the success of outcomes achieves and manages poor performance.
- CLT development based on Emergenetics profiling and workshop.

PROGRESS OVER THE PAST TWO YEARS

- ✓ Culture Change programme approved in December 2022, including four workstreams focused on getting the organisation culture change ready.
- ✓ Programme delivery underway throughout 2023, aligned to culture change programme.
- ✓ Frequent CLT Roadshows, Vlogs, Blogs, and Right Council News internal communications.
- ✓ Staff networks formed and contributing to change – REACH (Race Equality and Celebrating Heritage), Womens, Menopause, Carers
- ✓ Improved Officer Member protocols in place.
- ✓ Microsoft-based collaboration tools launched and rolled out, with dedicated in-house support.

RISKS, ISSUES AND MITIGATIONS:

Lack of TOM, which provides clarity of where SBC aspires to be in the next 5, 10, 15 years' time so that strategic decisions can be made and steps to achieve this planned and delivered.

Staff attrition, where the council loses high calibre staff during the reorganisation which could be managed through improved engagement and communication.

Delays in delivering clear strategic objectives that align service delivery to the TOM with clear milestones and outcomes that are measurable and lead to improved management of finances and resources and ownership of how one's work impacts the overall change.

SBC reputation and trust forming a barrier to further partnership working across council services, partnering organisations and service providers to deliver targeted and coordinated services

Poor behaviours that underpin the cultural change not embedded within the organisation, resulting in reverting to old practices.

6. Subsidiary Company Review

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

“Following the review by the Authority of their companies within six months consider the roles and case for continuing with each subsidiary company of the Authority (except Slough Children First). For those companies that it is agreed to continue, make sure that the Directors appointed by the Authority are appropriately skilled in either technical or company governance matters to make sure each Board functions effectively under the terms of an explicit shareholder agreement and a nominated shareholder representative. For those companies which it is determined not to continue with in this form, to establish a plan to internalise, close or sell as appropriate.”

SUMMARY

In progress. Directors appointed where required. Updates at October Cabinet, with further updates due at January Cabinet Committee. Decisions on sales and closures are in process. Direction expected to be complete by end 2024.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ **Slough Children First (SCF):**
 - Business and Improvement Plan for 2023-26 approved at September Cabinet. Decisions taken:
 - *That the SCF’s Business and Improvement Plan for 2023 to 2026 is approved.*
 - *That the requests for funding of deficits from 2021/22 and 2022/23 at a total of £5.312m from the budget equalisation reserve be approved.*
 - *That the increase in the contract sum for 2023/24 of £4.447m, taking the total contract sum to £40.514m using in-year contingency budgets be approved.*
 - New Chair of the Board appointed via process ran by DfE (Department for Education).
 - Further skills audit of the board to inform review of board composition and appointment of Council directors.
 - Business and Improvement Plan for 2024 submitted in draft and to be approved at December Cabinet, alongside new contractual key performance indicators.
 - Third governance review update presented to Audit and Corporate Governance Committee in November 2023 with Chair of Board, Chair of SCF Audit and Corporate Governance Committee and Chief Executive of SCF attending to answer questions from the committee.
- ✓ **Ground Rent Estates 5 Ltd (GRE5)**
 - Established company directors and governance in place.
 - Remedial works now very well advanced with a good level of certainty over the outstanding period and costs

- SBC’s financial exposure has been significantly reduced with a successful outcome from the legal case with the insurer.
- Update report presented to Cabinet Committee in September 2023
- ✓ James Elliman Homes (JEH) and Development Initiative for Slough Housing (DISH)
 - Interim Company Directors appointed.
 - Interim Director recruited to lead the review of these two housing companies.
 - Update reports drafted for January 2024 Cabinet Committee.

Development Homes for Slough Initiative (DISH)

- Interim Director recruited to lead the review of these two housing companies.

NEXT STEPS

- Update reports for all Property related companies will be presented to Cabinet Committee in January 2024 and on a quarterly basis, thereafter.
- Review reports, containing options appraisals, to be presented to Cabinet Committee for JEH and DISH by April 2024.
- SCF Contract Sum to be set in February 2024 to align with the Council’s MTFS.
- SCF to submit an annual report for 2023/24 by July 2024.

PROGRESS OVER THE PAST TWO YEARS

- ✓ The council has reviewed each of its subsidiary companies taking account of the Directions and developed a forward plan.
- ✓ The companies fulfil very different functions and have various levels of risk. In addition, Slough Children First Ltd is delivering services under the statutory intervention of the Department for Education. Not all companies are shareholder companies and there are bespoke agreements in place to reflect the distinct functions. Reviews conducted have been specific to how the subsidiary company is constructed, what its aims are, its current position, and how it aligns to the council’s new Corporate Plan and Medium-Term Financial Strategy.

RISKS, ISSUES AND MITIGATIONS:

There are outstanding accounts that need to be filed for DISH.

7. Evidence Based Decision Making

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

“Take steps to enable better and evidence-based decision making, including enhancing the data and insight functions to enable better evidence-based decision making.”

SUMMARY

Direction has been met, assuming the analyst function growth bid is accepted through the 24/25 Budget setting process, as this decision is critical to meet the second part of the Direction.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC:

- ✓ Completion of all 2022/23 activity and performance statutory returns on time for Adult Social Care, Education, SEND, Housing.
- ✓ SBC Adults Social Care Client Level 23/24 Q2 statutory data return to DHSC (Department of Health and Social Care) rated ‘Excellent’ by the national programme.
- ✓ November DfE Formal Review meeting for the SEND Written Statement of Action acknowledged that Priority 3 (‘robust management information for decision-making’) has delivered the progress required.
- ✓ Quarterly strategic performance report re-introduced and discussed at October Cabinet.
- ✓ Performance Management session at CLT-Cabinet Away Day.
- ✓ Internal GIS software upgraded, and access to new portal provided to all service areas.
- ✓ Inform Cabinet-level decision-making papers including Estates Strategy, EV (Electric Vehicle) Charging Model, Corporate Plan, and Corporate Performance.

NEXT STEPS

- Consolidate progress made so far by repeating and continually improving data management and reporting processes.
- Focus on performance management at strategic and operational level, through strengthening the link between performance insight and action planning.
- Learn from, and inform, the evidence-based decision-making approach of the new Director and Heads of Service cohorts.
- Embed a ‘Hub and Spoke’ model for analyst capability, through re-embedding analyst posts in service areas alongside maintaining strategic expertise in the corporate department.
- Publication of more datasets and search tools online, enabling greater *Open Data* for residents and businesses.
- Completion of Workforce Data Task and Finish Group, which is part of the Workforce Improvement Workstream.

PROGRESS OVER THE PAST TWO YEARS:

- ✓ Established a Data Strategy Group in June 2022, which has been chaired by a senior lead from ICTD or Data functions.
- ✓ Developed a Data Strategy, which outlines the principles, governance, roles, and responsibilities for how data is captured, managed, and used.
- ✓ Improved data technology governance through review at the Data Strategy Group and the ICTD Technical Design Authority.
- ✓ Consolidated analyst posts into a single, cross-departmental team, to focus learning and improvement for the first two years of recovery.
- ✓ Recruited a Geo-Spatial Data Lead to deliver strategic spatial analysis for Cabinet decision-making, as well as improvements to GIS systems use and processes across services.
- ✓ Informed Cabinet-level decisions with strategic insight and impact analysis, including boundaries review, future of children’s centres, future of libraries.
- ✓ Monthly strategic performance reporting available to Corporate Leadership team and the Improvement and Recovery Board. Quarterly performance reporting re-introduced at Cabinet. Performance data made available to Scrutiny.
- ✓ Resident engagement consultations are now run through a single portal, Citizen Space.

WHAT RISKS AND ISSUES REMAIN?

Recruitment and Retention – half of the current analyst team are on interim arrangements.

MITIGATION - A growth bid has been submitted to retain those posts (which deliver for Education, SEND, and Adult Social Care). Decision is pending through the budget process.

Technologies – application robustness remains variable, and Data Transformation and Engineering is not consistently resourced.

MITIGATION - Further investment in data management and reporting technologies (e.g., Data Warehouse, Power BI) is predicated on budget decisions for 24/25. Decision is pending through the budget process.

8. Recruitment

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

“With effect from 1 September 2022 and following the Commissioners’ initial six-month report, the Minister expanded the Directions in Annex B of the Directions to include the following: “All functions to define the officer structure for the senior positions, to determine the recruitment processes and then to recruit the relevant staff to those positions.” ‘Senior positions’ is defined in Annex B of the Directions as ‘direct reports to the Chief Executive and their direct reports, and their Group Managers – tier one, tiers two and three.’”

SUMMARY

Direction added in September 2022. Direction was added to speed up effective recruitment of senior management posts. In 2023, Executive Directors were appointed, and a senior management restructure has taken place. Director roles are out for recruitment in a well-managed programme being delivered by the council’s recruitment team and supported by an external recruitment agency, Starfish. Over the last six months very significant progress has been made and the recruitment offer is unrecognisable compared to when former commissioners requested the power. While there is still work to do, a clear trajectory of improvement is now visible and having results.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ The Executive Director team were subject to a consultation process in June / July, which resulted in job matching to the ED roles.
- ✓ The senior management structure below the ED level has been changed through a consultation process, whereby the Associate Director level has been deleted and replaced with two new tiers of Director and Head of Services. These two new tiers now reflect tiers 2 and 3 of the organisation hierarchy.
- ✓ Employer Brand refreshed before recruitment started.
- ✓ External recruitment agency, Starfish, engaged to work alongside SBC recruitment team.
- ✓ The appointment process for these new tiers is underway and commissioners are engaged in the process.
- ✓ The first five Director posts were posted for recruitment in November, and longlisting for those roles has commenced. High interest and quality of candidates submitting applications so far.

NEXT STEPS

- Discussing the closure of this Direction to the council with Commissioners.
- Exit strategy for the Associate Directors who are leaving the council.
- Recruitment to all Director and Heads of Service posts listed in the new senior management structure.

- Effective on-boarding of people appointed to those vacant posts.

PROGRESS OVER THE PAST TWO YEARS

- ✓ The additional Direction was given the council from September 2022.
- ✓ The last formal appointment to a post in this level was the Executive Director of Finance and Commercial Services (section 151 Officer).
- ✓ A report was tabled at Cabinet in March 2023 that acknowledged limited progress had been made at the time, but that a new action plan was in place.
- ✓ This update paper shows the results of that action plan, with a new structure approved and recruitment underway.
- ✓ Commissioners have been involved in all appointments captured under this direction. This has been at the Chief Executive and Executive Levels.

RISKS, ISSUES AND MITIGATIONS:

Quality of candidates presented to the organisation.

MITIGATION - Use of external recruitment partner (Starfish) to sift through candidates and undertake technical interviews will help with identifying good calibre candidates for interview

Level of organisational change

MITIGATION - the senior management change will complete and then stabilise the organisation, with securing good calibre leaders to lead through the recovery journey in 2024 and beyond.

Key Improvement Area - Workforce Development

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

“A suitable officer structure and scheme of delegation for the Authority which provides sufficient resources to deliver the Authority’s functions in an effective way, including the Improvement Plan and its monitoring and reporting, prioritising permanent recruitment and/or longer-term contract status of interim positions.”

SUMMARY

The directions related to the Council having a ‘suitable officer structure’ in place has been met and now the implementation process of securing the right level of candidates is in place. Commissioners will be involved in this process.

Commissioners have also been involved in all the appointment of the current ED’s and the Chief Executive. The last appointment taking place in March 2023. Following this appointment, a further executive leadership restructure took place in the summer where the current new directorate arrangements were approved.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ Senior management reorganisation completed.
- ✓ Recruitment to Director posts from w/c 23rd October has commenced.
- ✓ Roll out of new Applicant Tracking System November 27.
- ✓ Reviewed and revised mandatory training proposal for CLT to review and agree, streamlining the number of courses from 8 to 5, yet still meeting our core requirements – October 13th.
- ✓ Developed a management training proposal submitted to Strategy & Improvement director to review and approve to upskill our management population – awaiting approval.
- ✓ HR Data management plan within Agresso, so real-time information can be achieved on establishment, staff attrition, absence, and tenure which are linked to budget management.
- ✓ Review of HR statutory and non-statutory returns driven from centralised databases
- ✓ Roll out of Hybrid Working Policy.
- ✓ Review of HR policies and procedures
- ✓ Procured a new temporary labour contract.

WHAT IS FORECAST TO BE ACHIEVED IN 2024?

- Strategy for HR defined in line with TOM.
- Workforce strategy and plan.
- Performance Management framework that aligns to the strategic objectives and outcomes.
- Streamlined HR processes that are driven by self-serve.
- Agile organisation that works alongside hybrid working and cross organisational working to break down the silos across departments.
- Review HR policies and procedures to be in line with best practice.

- Review the Trade Union Framework.
- Review the Agresso system to ensure payroll elements are streamlined.
- Develop a training and development strategy aligned to the performance cycle.
- New onboarding programme to be initiated.
- Revised mandatory training programme to be delivered and launched.
- Management development programme to be agreed, commissioned, and scheduled.
- Manage risks through defined accountabilities, measures and key values and behaviours.
- Empower staff through devolved decision making, making staff accountable for their work and be performance driven.
- Look at reward and recognition in place to ensure it is fit for purpose.
- Deliver further savings from a reduction of agency usage and spend.

NEXT STEPS

- ✓ Programme managed the restructure of the Finance Team and ICT to enable the services to be fit for purpose and to address the gaps in the service created by previous processes and the reasons for the intervention.
- ✓ Supported two Senior Management reorganisations to create a suitable officer structure as outlined in the original direction.
- ✓ Recruited to the new ED team with support from an external recruitment partner.
- ✓ Supported organisational change programmes within directorates i.e. Libraries services, Reablement services.
- ✓ HR Improvement plan underway – Identified tactical opportunities for improvement across the HR service, which is defined as ‘Fixing the Basics.’
- ✓ New applicant tracking system for the recruitment process has been implemented – went live on Monday 27th November, to replace manual processes and streamline the process for both candidate and managers.
- ✓ Onboarding processes being reviewed in line with CIPD (Chartered Institute of Personnel Development) guidelines and best practice – these covers from the advert to becoming a fully-fledged employee (end of probationary period).
- ✓ Updated the corporate induction format and content to improve engagement and ensure new employees understand the workings of the Council in its current state, content to highlight useful tips and content oof our intranet site etc.
- ✓ Re-established the Recovery Change Champions to support communications and engagement across the organisation for example staff survey.
- ✓ Revised, consulted, and implemented the Hybrid Working Policy
- ✓ Contract management in relation to the agency contract were reviewed and realigned with greater scrutiny of the use of agency spend in the Council.

RISKS, ISSUES AND MITIGATIONS:

Resourcing - staffing pressure in HR and recruiting to the new Senior Management Team in HR with a new Director and 3 Heads of Services. Looking at recruiting permanent staff to the vacant roles in HR – this is in process.

Organisational compliance with HR processes i.e. termination forms being sent after a staff member leaves! The lack of compliance in some areas is causing extra pressure on HR to resolve the concerns which transpire. Mitigation - Liaising with ED's to call out non-compliant areas.

Supporting the organisation in governance processes associated with change programmes – the level of change programmes is increasing following the SM structure.

Budget pressures – HR are also having to comply with requests for further savings causing budget pressures.

Reporting – workforce reporting is being affected by the Agresso system and due to changes in Finance this is now causing major concerns as no reports are being able to be produced in a timely manner.

MITIGATION – Workforce Report Task and Finish Group has been set up to resolve these issues.

Key improvement area - Estates Strategy

WHAT WAS THE ORIGINAL DIRECTION TO THE COUNCIL?

No Direction specific to Estates, however this has been a key component of the Transformation Programme to enable the council to deliver a set of recovery objectives, including:

“An outline action plan to achieve financial sustainability and to close the long-term budget gap identified by the Authority across the period of its Medium-Term Financial Strategy (MTFS).”

SUMMARY

Not under a formal Direction. Progress made with assets disposals during 2022 and 2023. A clear and revised process for continuing the asset disposal programme as per September Cabinet approval. Estates Strategy strategic options decision due at Cabinet, which will be followed by an Outline Business Case to Cabinet by April 2024.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ A review of the Operational portfolio carried out, resulting in a conceptual Estates Model being developed. This model is being presented to December Cabinet as the Phase I Estate Strategy. The paper also describes the work and cost necessary to develop a full strategy (Phase II) and implementation plan.
- ✓ The Estate Strategy identifies opportunities for additional disposals. It also identifies revenue related financial benefits.
- ✓ A case has been made to remain at Observatory House. It is anticipated that this decision will be ratified at December Cabinet. An outline business case is being developed to determine the basis of this occupation.

NEXT STEPS

- Approval of the Estate Strategy together with the implementation plan for it.
- Introduce the governance, resourcing etc that will be necessary to a) implement the Estate Strategy (i.e. transition work) and b) the substantive operating model for Property Services.
- Approval of the full business for Observatory House, providing clarity based on SBC's future occupation and the investment needed to achieve this.

PROGRESS OVER THE PAST TWO YEARS

- ✓ Three Property experts appointed (interims) to accelerate progress, to provide a stronger client function of Avison Young etc and to identify additional opportunities to drive further financial benefit from the property portfolio.

- ✓ Created a new focus on the Asset Disposal Programme with an individual from Property and one from Finance dedicated to the programme. Also created a higher level of collaboration between Finance and Property.
- ✓ £220m of capital receipts secured, as of November 2023.

RISKS, ISSUES AND MITIGATIONS:

The accountancy treatment of HRA (Housing Revenue Account) assets; the risk being that there will be less financial benefit to the General Fund than previously anticipated.

MITIGATION – On-going HRA review by accountants.

Clarification on the financial target for the programme.

MITIGATION – Cabinet approval.

Clarification on the calculation and application of the financial ‘break-even’ point for sales.

MITIGATION – Property department to oversee ‘break-even’ analysis.

The ability to achieve high levels of capital receipts is heavily dependent on the condition of the market/economy.

MITIGATION – active market insight, and management where possible.

The ability to maximise the number of assets that can be disposed of from the Operational portfolio could be limited by SBC’s willingness and ability to aggressively adopt and take forward ‘Channel Shift’ to have more resident demand met through Digital services and to have far fewer customer facing buildings.

MITIGATION – Transformation programme aligning Channel Shift and Estates Strategy workstream.

Key improvement area - Customer Experience

WHAT WAS THE ORIGINAL DIRECTION TO COUNCIL?

"Improving customer experience to deliver Best Value."

SUMMARY

Since July 2023, there has been a significant increase in the pace of change and the monthly data demonstrates a consistent positive trend in key metrics. This picture should continue as a new Interactive Voice Response system went live on 1st December 2023, allowing the Customer Services team to focus on only calls that are unable to be dealt with purely via the website and/or self-service.

PROGRESS SINCE JULY COMMISSIONERS REPORT TO DLUHC

- ✓ Good progress made since July 2023, with a refreshed focus on Customer Services improvement and a new Transformation Team in place to drive insight, planning, and delivery.
- ✓ The first of a series of deep dives looking across key parts of the Council are helping to identify transformational changes to the ways customer service interacts with the residents of Slough.
- ✓ The first deep dive focused on housing due to its strategic importance and the volume of resident engagement and calls it attracted. Four key areas were identified as the first phase priority to address.
- ✓ Immediate follow-on deep dives will happen with Adult Social Care (in early January 2024), and these will continue throughout the last quarter of 2023/24.
- ✓ Improvement initiatives are being developed with a new Interactive Voice Response system in place by 1st December 2023. This will allow Customer Services to focus on those calls which are unable to be dealt with purely via the website and/or self-service.
- ✓ Additional improvement initiatives including a chatbot, digital self-service actions and other channel-shift projects are proactively being implemented.

NEXT STEPS

- In 2024, the 2024-27 strategic plan will be drafted and socialised with CLT members and other stakeholders.
- Deep Dives with individual service areas across the council with the highest call volumes will continue in the first quarter with a view to co-designing and implementing sustainable solutions that should improve customer experience.
- Considerations will include service improvements, rightsizing, consolidation, and delivery options analysis.
- Recruitment to key posts will be undertaken, including the head of customer services.

PROGRESS OVER THE PAST TWO YEARS

- ✓ Concerns over the speed of progress before July 2023 led to a proactive refresh of the Customer Services Team, skills and experience involved, transformational support and an increased focus on the imperative to deliver improved customer experience to the residents of Slough.

RISKS, ISSUES AND MITIGATIONS:

Approval not received to extend additional staff until service improvements are delivered, leading to increased pressure on existing staff and reduced customer service.

Service changes do not consider impact on Customer Services (e.g. additional customer contact, high call volume leading to increased resource pressures).

Ability of departments to collaborate on more efficient customer service practices due to low resource or pending adoption of new technologies.

Appendix A – Getting to Good Board Executive Report - November 2023

Refer to supporting documents.

Appendix B – Getting to Good Board indicators report October 2023

Refer to supporting documents.

Appendix C – Special Educational Needs and Disabilities Written Statement of Action Department for Education Meeting Progress Presentation – November 2023

Refer to supporting documents.

Appendix D – Special Educational Needs and Disabilities Written Statement of Action Progress Report to the Department for Education – November 2023

Refer to supporting documents.

Appendix E – Adult Social Care Improvement Delivery Board Pack – November 2023

Refer to supporting documents.

Appendix F – Adult Social Care Improvement Scrutiny Report – November 2023

Refer to supporting documents.