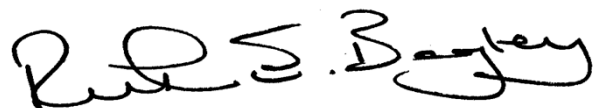


Date of issue: Friday, 9 October 2015

MEETING:	CABINET Councillor Anderson Councillor Carter Councillor Hussain Councillor Mann Councillor Munawar Councillor Parmar Councillor Sharif Councillor Swindlehurst	Leader of the Council - Finance & Strategy Community & Leisure Health & Wellbeing Education & Children Social & Economic Inclusion Environment & Open Spaces Performance and Accountability Neighbourhoods & Renewal
DATE AND TIME:	MONDAY, 19TH OCTOBER, 2015 AT 6.30 PM	
VENUE:	MAIN HALL, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

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.



RUTH BAGLEY
Chief Executive

AGENDA

PART I

Apologies for absence.

1. Declarations of Interest

All Members who believe they have a Disclosable Pecuniary or other Pecuniary or non pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 3 paragraphs 3.25 – 3.27 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 3.28 of the Code.

The Chair will ask Members to confirm that they do not have a declarable interest.

All Members making a declaration will be required to complete a Declaration of Interests at Meetings form detailing the nature of their interest.

- | | | | |
|----|--|---------|-----|
| 2. | Minutes of the Meeting held on 14th September 2015 | 1 - 18 | |
| 3. | Highway Asset Management Policy & Strategy | 19 - 36 | All |
| 4. | Care Act 2014 - Adult Social Care Contributions Policy | 37 - 72 | All |
| 5. | Slough Drug & Alcohol Action Team (DAAT) Services Procurement | 73 - 82 | All |
| 6. | References from Overview & Scrutiny | 83 - 86 | All |
| | <ul style="list-style-type: none">• A4 Brands Hill• Real Time Passenger Information | | |
| 7. | Notification of Forthcoming Decisions | 87 - 98 | All |
| 8. | Exclusion of Press and Public | | |

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

AGENDA
ITEM

REPORT TITLE

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PART II

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| 9. | Part II Minutes - 14th September 2015 | 99 - 102 |
| 10. | Slough Drug & Alcohol Action Team (DAAT)
Services Procurement - Appendix A | 103 - 104 |

Press and Public

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 the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting 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.

Note:-

Bold = Key decision

Non-Bold = Non-key decision

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Cabinet – Meeting held on Monday, 14th September, 2015.

Present:- Councillors Anderson (Chair), Carter, Hussain, Mann, Parmar, Sharif and Swindlehurst

Also present under Rule 30:- Councillors Chahal (until 8.14pm), Nazir (until 8.20pm), Pantelic (until 7.55pm), Smith (until 7.55pm), Strutton and Wright (until 7.55pm)

Apologies for Absence:- Councillor Munawar

PART 1

24. Declarations of Interest

No interests were declared.

25. Minutes of the Meeting held on 13th July 2015

Resolved – That the minutes of the meeting of the Cabinet held on 13th July 2015 be approved as a correct record.

26. Children's Services Organisation Decisions - Contract with Children's Services Organisation for the Delivery of Children's Social Care Services

The Strategic Director of Customer & Community Services introduced a report which updated the Cabinet on the progress of the Children's Services transition project and the Assistant Director Finance & Audit tabled a paper with further detail on the budget position and financial implications. Approval was sought to delegate authority to finalise the services contract and recommend to full Council the funding to be transferred for the Children's Services Organisation (CSO) budget. The contract term would be for six years, with a break clause at four years available to the Minister.

The Cabinet were briefed on the background and process undertaken to date to ensure a safe and fit for purpose transfer of children's social care services to the CSO, Slough Children's Services Trust Ltd, in line with the two Ministerial Directions. The transfer was recognised as being complex, with significant risks, and whilst there was more work to be done prior to sign off, both parties shared the aim of resolving critical matters in order to go live with the transfer from 1st October 2015. Some key work streams had not been concluded and these would be completed after the go live date.

The Cabinet noted the position in relation to staffing and TUPE arrangements, pensions, accommodation, support services and governance and were advised that there were three key issues to finalise from the Council's perspective prior to entering into the contract:

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1. The improvement journey – i.e. to meet the commitment in the contract which would require the CSO to achieve a 'good' Ofsted rating within 3 years of go live and 'outstanding' within 5 years.
2. Agreeing a model and budget envelope which delivered the required service more cost effectively, reducing costs and achieving savings over the life of the CSO, meeting the principles from paragraph 7.17 of the report.
3. Exit strategy – the Council remained concerned about several issues including the potential liabilities for redundancy payments for staff that would not transfer back to the Council on termination of the contract.

The Cabinet recognised these key outstanding issues and emphasised the importance of resolving them successfully prior to the finalisation of the contract and requesting full Council to approve the budget transfer. Cabinet Members asked whether Officers were confident that a safe transition could be made in view of the critical issues to be resolved and the limited time available before the go live date. The Strategic Director stated that significant progress had been made since the previous report to Cabinet in July and Officers now had a greater level of confidence for example in the key, permanent appointments made by the CSO to its management team and the involvement of best practice from Achieve for Children that had been used in setting the Key Performance Indicators (KPIs). The Cabinet emphasised the importance of ensuring clear and strong performance management arrangements to enable the Council to effectively monitor services and the improvement journey, particular as the authority retained statutory responsibility for the service.

The Commissioner for Children's Social Care in Slough appointed by the Department for Education (DfE), Eleanor Brazil, and the Chair of Slough Children's Services Trust Ltd, Elaine Simpson, were invited to address the Cabinet and answer questions from Cabinet Commissioners. Ms Brazil drew attention to her letter to Members attached at Appendix E to the report and assured the Cabinet that the new organisation would be ready to deliver from 'day one'. She stated that there was a need to address leadership and management issues which had been identified as a weakness and she was confident the new management team would bring expertise to Slough to accelerate the pace of improvement. Cabinet Members asked about the senior management and Board appointments and it was responded that the recruitment process for several non-executive members of the Board had attracted high calibre interest and it was anticipated that the Minister would confirm these appointments by 21st September.

The supplementary information tabled set out the updated position in relation to the budget of the CSO and the wider financial implications for the Council. It was noted that the CSO had requested a budget of £27.3m for the first year, based on an 18 month budget position, which compared to the baseline budget for the service of £21.8m. Taking into account the current overspend of £1.3m and a further £1.3m risk / rewards share, there was a remaining budget gap of £2.9m. Ms Brazil informed Members that a sum of £2m had been sought from the DfE and a decision was expected by the Minister on or

before 21st September. The Cabinet emphasised the importance of confirming this decision prior to asking full Council to approve the budget allocation at their meeting on 22nd September. The residual gap of £0.9m was proposed to be filled from SBC funded Invest to Save money, subject to sufficient bids. Over the longer term, the Council contribution to the CSO would reduce as detailed in section 7 of the report, albeit from the higher baseline set in year 1.

Commissioners asked a number of further questions of DfE and CSO representatives and asked for the justification for the additional investment sought from local taxpayers, given the fact previous inspections had recognised adequate resources had been provided to the service and the expectation that expertise brought to Slough by the new management team appointed by the CSO should be able to deliver service improvements at lower cost. Ms Simpson confirmed that the requested budget had been subject of rigorous analysis and due diligence and that the additional funding was required to improve and transform the service.

Members were also very concerned about the potential and impact of any CSO overspend, and the implications the base budget increase would have on other key services delivered by the Council. In view of the significant potential pressures across all Cabinet portfolios, it was agreed that delegation to the Chief Executive in recommendation (a) of the report be extended so that the contract could only be entered into following consultation with all Commissioners.

Cabinet Members asked to see the CSOs improvement plan to provide assurance that appropriate actions and innovation was in place to improve services. Ms Brazil highlighted that the Council was under intervention and the new organisation was independent of the Council, with continued involvement of the DfE to oversee improvement. Ms Simpson stated that part of this independence was that management team would be accountable to the company board. Reports and key documents would therefore be considered by the CSO and the improvement plan would be shared with the Cabinet portfolio holder for Education & Children after that. The Cabinet acknowledged that they would not see all CSO Board papers, however, in view of the critical importance of the improvement plan both in terms of justifying the additional Council investment in the service and the Council's ongoing statutory accountability, they requested that an overview of the short term improvement plan be shared with the Cabinet Member as soon as possible, and prior to the finalisation of the contract.

Speaking under Rule 30 of the Council's Constitution, Councillor Strutton stated that he felt the transfer to the CSO provided an opportunity for a fresh start for the service and asked whether the KPIs had been agreed by both parties. Ms Simpson responded that the process was almost complete with overall KPIs agreed with further work to finalise some of the baselines yet to be completed. In response to a further question, it was noted that there may be changes to senior management post transfer but the CSO would have robust systems in place to manage costs and liabilities.

At the conclusion of the discussion, the Cabinet agreed to delegate authority to the Chief Executive to enter into the contract with the Slough Children's Trust Ltd, noting that resolution to several outstanding issues was still required prior to the go live date of 1st October 2015. These included limiting future pension liabilities, exit costs and receipt of an improvement plan. It was also agreed that subject to the satisfactory resolution of outstanding issues, the Cabinet would recommend a budget envelope for the CSO from the Council's budget to full Council on 22nd September which comprised £24.4m base budget, plus £0.9m made available for appropriate Invest to Save projects and £2m of funding from the DfE to support improvement, subject to Ministerial agreement due by 21st September 2015.

Recommended –

- (a) To recommend to full Council the arrangements and agreements for the
- i. setting from the Council's budget the CSO budget, in line with the funding position detailed in the report, tabled paper and verbal update at the meeting:
 - First year budget funding to a maximum of £24.4m towards the Trust's requested budget of £27.3m.
 - The £2.9m gap to be filled from the £2m requested from DfE to support the service (with a Ministerial decision to be made prior to the Council agreeing the budget on 22nd September 2015), with the remaining £0.9m SBC funded Invest to Save (subject to bids).
 - ii. the Council's pension liabilities arising from the CSO, limiting the future potential liability to the Council to address the concerns expressed by the Cabinet.
 - iii. managing and mitigating the Council's liabilities on exit of the service delivery contract to minimise future costs to the Council.

Resolved –

- (a) That the Chief Executive, following consultation with all Commissioners, be given delegated authority to enter into the following arrangements with Slough Children's Services Trust Limited (CSO):
- i. the completion of the Services Contract for children's social care and SEN functions on terms which manage the Council's concerns and risks
 - ii. the completion of the following:
 - a. licences to occupy by the CSO of :
 - i. ground floor west of SMP
 - ii. space within Britwell Community Centre
 - iii. Breakaway

- iv. Mallards
- b. the completion of a sub lease for Connaught House, High Street by the CSO on terms to be agreed
- iii. the completion of the services support agreements between the Council, the CSO and other 3rd party suppliers on terms which manage the Council's concerns and risks
- (b) Agree not to implement the decision of Cabinet (December 2014) in relation to the extension of the contract for the provision of education services between the Council and the Mott Macdonald Ltd (Cambridge Education).
- (c) That relevant Commissioners receive an overview of the CSOs improvement plan at the earliest opportunity, prior to finalisation of the contract, to receive assurance of the adequacy of improvement plans.

27. Financial & Performance Report: 1st Quarter 2015/16

The Assistant Director Finance & Audit introduced a report which provided Cabinet with the latest forecast financial information for the first quarter of 2015/16; summarised the Council's performance against the balanced scorecard indicators and 'Gold' projects; and approve various matters in relation to procurement, write offs and virements.

The Council was forecasting an overspend of £2.803m at the end of the first quarter, with the main service areas showing variation from budget being Children & Families, Adult Social Care, Health Partnerships and Estates & Regeneration. These had been partially offset by some corporate underspends. Plans were in place to bring the budget back into line over the year, other than for the Children's Services budget as agreed under minute 26. In relation to the capital programme, there had been some reprofiling of the TVB Local Enterprise Partnership funded schemes. Commissioners noted the latest performance information, including the balanced scorecard indicators linked to the outcomes of the Five Year Plan. No significant 'red' indicators had been identified, although a number had an 'amber' rating and carried risks as set out in the report.

The Cabinet discussed the current position in relation to next year's budget and the medium term financial position of the Council more generally. It was clear that there would be significant further funding reductions to local authorities from the Revenue Support Grant in the coming years. The level of future reductions, and implications for the Council's budget and savings requirement, would become clearer after the Comprehensive Spending Review in the autumn.

A Commissioner asked whether the Council's budget provision to support refugees and asylum seekers would be sufficient to cope with any potential increase in the borough. It was responded that it was too early to make any

assessment of the potential impacts as further detail on the funding and distribution of Syrian refugees under the programme was awaited from the Government. The Cabinet also discussed the proposed commissioning of a portfolio of temporary accommodation units and the possibility of any further in year funding reductions such as those recently announced to public health. At the conclusion of the discussion, the Cabinet noted the financial and performance update and agreed the recommendations in relation to procurement, write offs, virements and Council Tax Support Scheme.

Resolved –

- (a) That the virements and write offs contained within the report be approved.
- (b) That the current financial forecast position, balanced scorecard and update on Gold projects be noted.
- (c) That the addition of an administration penalty of £50 within the Council Tax Support Scheme be approved.
- (d) That the re-commissioning be approved of Mental Health Residential Care and Supported Living services and the direct award of the contract for the Pilot project for a Mental Health Supported Accommodation and Step down service to Look Ahead Care and Support.
- (e) That the commissioning of a portfolio of temporary accommodation units from private sector landlords in order to deliver ongoing reductions in revenue expenditure under Part 4 - 4.6 Financial Procedure Rules be approved.

28. Treasury Management Annual Report

The Assistant Director Finance & Audit introduced a report which summarised treasury activity in 2014/15 and the first part of 2015/16. The CIPFA Code of Practice on Treasury Management 2011 recommended that Members be informed of such activities at least twice a year and the report detailed progress in relation to the external context, debt management, investment activity and future outlook.

It was noted that the change in Treasury Management Strategy for 2014/15, as approved by Council in February 2014, had yielded a significant increase in the Council's investment returns from 0.5% to almost 2% in 2014/15. The Council was now a top performing local authority in terms of treasury returns relative to its comparators. In addition to improved performance, the strategy to diversify the portfolio had also reduced risk. It was also confirmed that the authority had complied with its Prudential Indicators for 2015/16.

Commissioners discussed a number of issues including future plans for investment activity and the position regarding historic investment of £2.5m

with Icelandic Banks. A final payment of £75k was expected imminently and this meant the Council would fully recover all of the money originally invested. The Cabinet congratulated the Assistant Director and his team for the excellent performance achieved and agreed to note the report.

Resolved – That the Treasury Management activities for 2014/15 and the beginning of 2015/16, as set out in the body of the report, be noted.

29. Local Welfare Provision

The Assistant Director Finance & Audit introduced a report on the position regarding the Local Welfare Provision (LWP) scheme. The scheme was facing in year pressures and approval was sought for an additional £30k for 2015/16 to continue the scheme for the current year.

Government had ceased dedicated funding for the scheme in 2015/16, although some additional Revenue Support Grant had been received, and there was no obligation on Council's to have a LWP scheme. However, Members had previously agreed to continue the scheme which provided emergency assistance for vulnerable people. The 2015/16 scheme had been funded from underspends from previous years, however, demand had risen and a funding gap for the current year had emerged. Commissioners felt that welfare reforms were having a significant impact on some people which was increasing the pressure on other budgets such as temporary housing and crisis care. It was also noted that there were likely to be further impacts from the introduction of Universal Credit in Slough at the end of September 2015.

After due consideration, the Cabinet agreed to approve an additional £30k funding for the LWP scheme for 2015/16 and that the future of the scheme would be considered as part of the budget setting process, taking into account the impacts of the introduction of Universal Credit and wider welfare changes.

Resolved –

- (a) That additional funding of £30k for 2015-16 be approved; and
- (b) That the pressures and potential changes for 2015-16 and 2016-17 be noted.

30. Local Authority Partnership Purchase (LAPP)

The Assistant Director Finance & Audit introduced a report which recommended adoption of the Local Authority Partnership Purchase (LAPP) scheme which would provide targeted help to potential home-buyers on a shared ownership basis and deliver a good return on the Council's financial investment. In considering the report, Commissioners noted the further information provided in the Part II Appendices A and C, without disclosing any exempt information.

The scheme was an extension of the shared ownership model with mechanisms to overcome the negatives of current such schemes, for example LAPP allowed open market purchases and was not restricted to certain shared ownership properties. The basic model was a 70/30 percentage ownership split between the property occupier and the Council, with the Council receiving a revenue income stream and capital appreciation from its investment. The report had been considered by the Overview & Scrutiny Committee on 10th September 2015 and it had recommended to Cabinet that key workers and people with local connections, similar to the local eligibility criteria in the Housing Allocations Scheme, be given priority under LAPP. The Committee also recommended that the scheme not be made available to buy to let landlords.

The Cabinet recognised that the scheme potentially had both a positive policy and financial impacts both in terms of supporting local housing need and delivering strong returns on investment. The concept of the scheme was welcomed and the Cabinet endorsed the comments of the Overview & Scrutiny Committee that some priority be given the key workers and other target groups. It was agreed to adopt the scheme in accordance with the recommended parameters and that the necessary adjustments to the Capital Strategy be recommended to full Council.

Resolved – That LAPP be adopted in accordance with the outline provided within the report and that the following parameters be approved:

- The maximum local authority purchased (rented) share of £120k
- The split between the two shares of 70% purchased via mortgage and 30% purchased by LA
- The maximum limit for the total indemnity to be offered of £4.4m
- The maximum loan size (based on maximum property valuation) of £266k
- The qualifying post codes in a schedule to the indemnity deed to cover all in SBC area
- Based on these parameters, a maximum investment of £9.3m (£13.7m total costs including repayment interest) would be required (plus a further £4.4m indemnity guaranteed by way of a deed) to provide approximately 100 mortgages via the scheme.

Recommended – That the necessary adjustments to the capital programme be made to provide for the introduction of the LAPP scheme.

31. Fees for Hackney Carriage and Private Hire Driver and Operators

The Licensing Manager introduced a report which sought approval for the proposed new fees for Hackney Carriage and Private Hire Drivers and Operators.

Under the Deregulation Act 2015 changes were introduced to standardise the duration of all driver licences to three years and operator licences to five years. However, licensing authorities could specify a lesser period in such licences as the authority thought appropriate given the circumstances of the case. Following discussions with the trade, the Licensing Committee had resolved to approve this approach if a specific request was made. Fees for Hackney Carriage and Private Hire Drivers and Operators had been reviewed in light of these changes and would, if approved, come into effect from 1st October 2015 other than for the exceptions detailed in the report.

In response to questions from Commissioners, it was noted that the proposed fees had been prepared to ensure full cost recovery, taking into the account case law that fees must be reasonable and proportionate and the costs of enforcement could not be recovered. After due consideration, the Cabinet approved the proposed fees as recommended in the report.

Resolved – That the proposed fees set out in paragraph 5.9 of the report be approved.

32. Proposed Strategic Acquisition Strategy

The Assistant Director Assets, Infrastructure and Regeneration introduced a report which sought approval for the proposed Strategic Acquisition Strategy to enable the Council to accelerate its regeneration objectives and improve financial resilience. It was proposed that a £25m budget be made available for strategic acquisitions and that the financial procedure rules and capital programme be amended accordingly.

The Part II Appendices 2 and 3 to the report were noted during consideration of the item without disclosing any of the exempt information.

The Strategy and associated procedure would enhance the ability of the Council to compete for investment opportunities within commercial timescales, whilst also ensuring high levels of governance. The acquisition of property assets could directly help achieve the Five Year Plan outcomes in terms of regeneration, and a more streamlined decision making procedure proposed would mean the Council could respond more quickly to opportunities than it was able to do at present. Acquiring investment assets which generated a commercial return could also support the Council's financial objectives, particularly during a period of future reductions in Government funding. It was proposed to establish a Strategic Acquisition Board which would make decisions on acquisitions and investments against the criteria set out in the appendices to the report, and monitor the performance of the investment portfolio.

The Cabinet discussed a range of issues including the acquisition procedure and criteria and it was confirmed that acquisitions would be made in Slough, unless there were exceptional circumstances. Commissioners agreed that the Strategy would be a good use of the Council's capital resources to deliver

strong financial returns at the same time as making significant investments in the town. At the conclusion of the discussion, it was agreed to recommend the adoption of the Strategy and associated procedures, capital programme adjustments and amendments to the financial procedure rules to full Council at its meeting on 22nd September 2015.

Recommended –

- (a) That the introduction of the proposed Strategic Acquisition Strategy and associated procedure be approved to enhance the ability for the Council to compete for investment opportunities within commercial timescales.
- (b) That in order to accelerate regeneration objectives, realise local economic development outcomes and provide long-term strategic benefits, it be agreed that all strategic acquisitions would normally be made within the Borough of Slough.
- (c) That the Council's Financial Regulations be amended to enable the acquisition of assets by Cabinet up to £25m (inclusive of acquisition costs) and give authority for the capital programme to be amended as required.
- (d) That the Strategic Director for Regeneration, Housing and Resources, following consultation with the Commissioner for Neighbourhoods and Renewals and the Leader of the Council, be delegated authority to introduce the proposed Strategic Acquisition Board ("SAB").
- (e) That the SAB be given delegated authority to make strategic acquisitions in line with the objectives, criteria and governance procedures set out in the report, following consultation with the with the Commissioner for Neighbourhoods and Renewals and the Leader of the Council.
- (f) That it be noted that in the event that Strategic acquisitions exceed £25m per annum, flexibility be introduced to provide authority to make a bid subject to Council approval.
- (g) That a balanced investment portfolio be created in line with set criteria, generating an independent income stream alleviating some of the pressure enforced by central government funding cuts.

33. Asset Challenge Update

The Assistant Director Assets, Infrastructure and Regeneration introduced a report which updated Cabinet on the Asset Challenge process and sought approval for a series of recommendations for the next stage of the process.

The Council's Medium Term Financial Strategy required revenue savings of approximately £36m over the next four years and the Asset Challenge

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process had been established to evaluate the organisations operational property portfolio against a common set of criteria to drive efficiency savings. Annual revenue spending on such assets was £3.5m and the Five Year Plan included a revenue savings target of 40%, which equated to £1.4m over the next four years. From the detailed review of the Council's existing portfolio of 40 operational sites, the Cabinet were asked to approve the list of operational assets to be retained as set out in the Part II Appendix One, which was considered without disclosing and exempt information, and agree that all other operational assets remain within the Asset Challenge process, with a responsibility on service departments to substantiate retention and/or investment in the asset.

The Cabinet recognised the importance of the process in maximising the performance of operational property assets, and it discussed the process undertaken and next steps. Sites to be retained would have their existing uses reviewed to ensure their potential was maximised and space properly used. A further report would be considered by the Cabinet in December 2015 which included recommendations for the disposal of sites that remain in the Asset Challenge process. The Cabinet agreed the recommendations as detailed in section 2 of the report, with the addition that the delegation to the Strategic Director for Regeneration, Housing & Resources to take forward detailed proposals be carried out following consultation with Commissioners responsible for asset management and disposals respectively.

Resolved –

- (a) That the progress made to date via the Asset Challenge process be noted and support the review of Council assets to deliver efficiency savings required to meet the requirements of the 5 Year Plan.
- (b) That the list of retained operational assets in listed in Appendix One of the report be approved and agree that all other operational assets should remain within the Asset Challenge process, placing the responsibility with service departments to substantiate retention and/or investment in assets.
- (c) That the progress made via the introduction of the Corporate Landlord model be noted and agree that when service departments are developing business cases for retained assets, property running and maintenance budgets and any income for use of the asset should be transferred to Facilities Management.
- (d) That the implementation principles proposed in section 5.7 of the report be approved and delegated authority be given to the Strategic Director for Regeneration, Resources and Housing, following consultation with the Leader & Commissioner for Finance & Strategy and the Commissioner for Neighbourhoods & Renewal, to take forward detailed proposals to ensure these principles are delivered.

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- (e) That a follow up report be presented to Cabinet in December 2015, which would include a list of assets for disposal.

34. Five Year Plan Outcome Three: Centre of Slough

The Cabinet received a report on the progress made under outcome three of the Five Year Plan and sought agreement to adopt a vision for the centre of Slough and an accompanying strategy – Delivering the Vision “Changing Views”.

The vision, as set out in paragraph 5.4 of the report, was intended to change the way the centre of Slough looked and worked in a way which changed people’s perception. The new high level strategy recognised that the centre of Slough consisted of much more than High Street retail and the narrowly defined area of the town centre identified for planning purposes. The new plan would not have any formal status, but would be part an agreed framework for future development and regeneration.

The Cabinet recognised the vital role of the centre of Slough in the wider regeneration of the borough, and the work undertaken to develop a more comprehensive understanding of how the centre of Slough could be reshaped the future was to be welcomed. A number of workstreams had been established to take forward key activities. Commissioners agreed that the vision had an important role to playing in influencing future plans and activity, with a different role for the Council as a ‘strategic enabler’ of development rather than the deliverer as its resources shrank. A range of other issues were discussed including the concept of Smart Cities; anti-social behaviour enforcement in the town centre; the retail footprint and outlook; and the next steps. One of the key steps was influencing the review of the Local Plan for Slough to translate the strategic approach into planning policy and the vision would also help shape strategic acquisitions, disposals, transport policy and wider economic development activity.

At the conclusion of the discussion, the Cabinet welcomed the progress that had been made and agreed to adopt the new vision and strategy for the centre of Slough.

Resolved –

- (a) That the vision for the centre of Slough be endorsed.
- (b) That the strategy for delivering the vision be agreed.
- (c) That the workstreams created as part of outcome three of the five year plan be noted and actions taken under those workstreams.

35. Small Sites Development Strategy

The Assistant Director Assets, Infrastructure and Regeneration introduced a report updating Commissioners on the proposal that the Slough Regeneration

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Partnership (SRP) bring forward a package of smaller residential development sites across the borough.

The Cabinet had previously agreed to explore the potential of developing such sites of under 20 units through a Subsidiary Housing Company (SHC), and it was noted that the SRP had subsequently amended their operating model to allow for the development of such sites. Both options had been considered and delivered significant returns on investment of 25% per annum via the SHC and 18% via the SRP. A financial options appraisal included in the Part II Appendix One to the report was considered without disclosing any exempt information.

The risks of the SHC option were substantially higher in terms of internal capacity, possible commercial losses and negative press. Through Morgan Sindall Investments as the Development Manager, the SRP would have the expertise in terms of commercial development, supply chain and construction management and sales and after sales skills to successfully bring forward the package of sites included in the programme. This would reduce the risk to the Council and allow officers to focus on key regeneration schemes. It was therefore recommended that sites be developed through the SRP in line with the operating model set out in section 5 of the report.

Commissioners welcomed the progress that had been made in bringing forward a proposal which could deliver 24 homes for sale and approximately 113 affordable housing across 34 sites by the end of 2017 and agreed that delivery through the SRP provided the most appropriate balance between risk and financial return. It was emphasised that the model was to develop a package of sites, as set out in Appendix Three, and that the most commercially viable sites could not be 'cherry picked'. The Cabinet agreed that the Small Sites Development Strategy would be delivered via the SRP and that an update report be received in March 2016.

Resolved –

- (a) That it be noted that SRP has substantially amended its operating model to allow the development of HRA and General Fund sites with a works cost that exceeds £75,000.
- (b) That the Small Sites Development Strategy be agreed to be delivered via SRP.
- (c) That it be agreed that Council officers should proceed on the basis that the sites at Upton Road and Alpha Street will be disposed to and developed by Slough Regeneration Partnership, subject to Cabinet approval for a sum that represents no less than the best value valuation.
- (d) That the initial list of sites and outline programme for the Strategy, as set out in Appendices One and Two of the report, be agreed.

- (e) That an update report be provided to Cabinet in March 2016.

36. References from Overview & Scrutiny

The Cabinet considered a reference from the Overview & Scrutiny Committee in relation to the Call-in of the Significant Officer Decision on Burnham Train Station and Road Network Improvements.

Following the assessment of a wide range of options, the scheme involved the closure of Station Road, Burnham under an experimental traffic regulation order along with a range of other traffic measures as part of a scheme to improve Burnham Station ahead of the arrival of Crossrail services. The decision had been called in by four Members and the Committee had recommended the following:

1. *“That Option 1 – implementation of a one way system – as outlined in the Significant Decision (attached at Appendix A to the report), be trialled as an Experimental Order for a period of 6 months.”*
2. *“That monitoring data regarding the effectiveness of the scheme and its impact on the road network, local residents and businesses be reported to the Overview & Scrutiny Committee after a three month period.”*

The Commissioner for Neighbourhoods & Renewal, who had addressed the scrutiny meeting, summarised the key points that had been raised. In relation to the recommendation to trial a one way system (option 1 of the Significant Decision), it was highlighted that the benefits of the wider redevelopment of the station could not be achieved by adopting this option as it was not release the land required for development and closure would therefore have to be trialled at a later stage. A one way scheme would also not enable the additional car parking spaces to be delivered which risked adding to parking pressures on residential streets as demand rose when Crossrail services were introduced. The Commissioner therefore proposed that scrutiny recommendation 1 should not be accepted.

In relation to recommendation 2, it was proposed that this could be accepted and further strengthened by taking two reports to scrutiny after three and six months; by monthly meetings of the working group to review and react to the implications of the closure; and by officers meeting monthly with councillors from the most affected wards and other local representatives, Burnham Parish Council and Think Burnham, to ensure strong communication and engagement during the period of the experiment. It was also noted that there would be extensive consultation on the scheme as soon as it went live.

The Commissioner also proposed that the scrutiny recommendations and response of the Cabinet be forwarded to all Members ahead of the full Council debate on 22nd September about the petition received on these matters.

Cabinet - 14.09.15

The Cabinet asked a number of questions of officers about the scheme including how the baseline would be measured and data monitored to assess the traffic impacts of the scheme. It was responded that data would be collected before the experiment was introduced to establish a clear baseline and arrangements were in place to collect and monitor traffic data at appropriate locations in the locality to measure the impacts of the scheme. The Cabinet asked about the wider traffic management measures to be introduced in response to the anticipated increase in traffic on other routes. It was responded that the experiment would not begin until both the Leigh Road and Stoke Poges Lane bridges reopened; that traffic signals at the likely diversion routes would be altered; the direction of traffic flow under the Burnham Lane bridge be reversed to allow southbound access to the A4 with a mini-roundabout at the Burnham Lane / Buckingham Avenue junction to improve access; and adjustments to bus stops and parking restrictions to assist traffic flow and avoid additional parking pressure on residential streets. The experimental order would also include the option to trial the Station Road one way option if the full closure did not work after an appropriate period of experimentation.

Councillor Strutton, one of the signatories to the Call-in, addressed the Cabinet to explain his concerns about the proposed closure which included the lack of prior consultation; failure to take into account the impacts on home care visits and on other health and education provision; the difficulties caused by previous closures of the bridge due to adverse weather and repairs; flood risks; and the fact improvements to the Five Points junction would not take place until or unless a permanent scheme was introduced. Commissioners and officers responded to each of these points in turn, noting that the reason for consulting during the scheme rather than before it was to listen to experiences and views on the real impacts, rather than perceived impacts; and that there would be engagement with internal departments, including social care, and local organisations such as schools during the experiment.

Commissioners recognised that there was an existing problem with traffic congestion in the area, and that the funding attracted to the scheme and future Crossrail services provided an opportunity to address these longstanding issues and regenerate the station and wider area. They emphasised that the measures would be trialled as an experiment with sufficient flexibility to react depending on how the scheme worked in reality. After consideration of all of the points raised by the Committee and during the meeting, it was agreed not to accept recommendation 1 (implement a one way scheme), but to agree and extend recommendation 2 to strengthen communication and engagement during the experiment. It was also agreed that the scrutiny recommendations and Cabinet response would be reported to full Council prior to their debate on the petition on 22nd September 2015.

Resolved –

- (a) That Recommendation 1 – “That Option 1 – implementation of a one way system – as outlined in the Significant Decision, be trialled as an

Experimental Order for a period of 6 months” not be accepted for the following reasons:

- It made no reference to how the Council would deliver the wider regeneration scheme.
 - Should this regeneration scheme go ahead then a full closure of the road would have to be trialled in 2/3 years anyway, and it was considered appropriate to trial this option whilst the order was in place.
 - Implementation of a one way scheme would make it impossible to deliver the additional car park required for the regeneration scheme and would see the extra Crossrail parking pushed back onto residential streets.
 - The rigid timeframe of leaving one order in place for a full 6 months would not be feasible and would not provide the freedom to adapt as and when needed, and potentially run multiple experiments.
- (b) That Recommendation 2 – “That monitoring data regarding the effectiveness of the scheme and its impact on the road network, local residents and businesses be reported to the Overview & Scrutiny Committee after a three month period” – be accepted and that it further be agreed that:
- Two reports be taken to scrutiny, one after 3 months and a further one after 6 months at the end of the scheme.
 - The working group would meet monthly during the trial period to react and review the data.
 - SBC officers would hold a monthly meeting during the course of the experiment with councillors from affected wards (Haymill & Lynch Hill, Britwell & Northborough and Cippenham Green), and one representative from each of ‘Think Burnham’ and Burnham Parish Council.
- (c) That the recommendations of the Overview & Scrutiny Committee along with Cabinet’s response be forwarded to full Council on 22nd September 2015 to be discussed as part the petition debate.

37. Notification of Forthcoming Decisions

Resolved – That the published Notification of Decisions for the period between September to November 2015 be endorsed.

38. Exclusion of Press and Public

Resolved – That the press and public be excluded from the meeting during the consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority holding that information) as defined in

paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

Below is a summary of the decisions of the Cabinet taken during Part II of the agenda.

39. Local Authority Partnership Purchase (LAPP) - Appendices A and C

The Part II Appendices A and C, which included further background and legal information relating to the scheme, were considered in resolving the matters during Part I of the meeting without disclosing any exempt information.

40. Proposed Strategic Acquisitions Strategy - Appendices 2 & 3

The Part II Appendices 2 and 3, which included further information on the proposed scoring criteria for investment assets and strategic land acquisition criteria were considered in resolving the matters during Part I of the meeting without disclosing any exempt information.

41. Asset Challenge Update - Appendix 1

The Part II Appendix 1, which included the list of retained assets, was considered in resolving the matters during Part I of the meeting without disclosing any exempt information.

42. Small Sites Development Strategy - Appendix 1

The Part II Appendix 1, which included further information on the options appraisal for the delivery vehicle, was considered in resolving the matters during Part I of the meeting without disclosing any exempt information.

43. William Street Car Park and Ancillary Land

The Cabinet agreed an approach in relation to the disposal of William Street Car Park and ancillary land.

Chair

(Note: The Meeting opened at 6.35 pm and closed at 10.29 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO Cabinet **DATE:** 19 October 2015

CONTACT OFFICER: Alex J Deans
Head of Highways Engineering
(01753) 87 5633

WARD(S): ALL

PORTFOLIO: Neighbourhoods & Renewal - Cllr Swindlehurst

PART I
KEY DECISION**HIGHWAY ASSET MANAGEMENT POLICY & STRATEGY****1 Purpose of Report**

- 1.1 The purpose of this report is to seek Cabinet approval for the Highway Asset Management Policy and Strategy (HAMP&S) shown in Appendices A&B, which reflects the policy, strategy and operational standards for managing and maintaining the Council's highway assets.

2 Recommendation(s)/Proposed Action

2 Cabinet is requested to resolve:

- (a) That the HAMP & HAMS documents dated September 2015 be approved and allow for them to be published for public access onto the Council's website.
- (b) That highway maintenance budgets be assigned to works in accordance with the principles of the HAMP & HAMS.

3 The Slough Joint Wellbeing Strategy and the JSNA**3a. SJWS Priorities**

- ***Regeneration and Environment***

Adoption of the HAMP & HAMS and the principles of asset management will ensure the borough as a whole continues to improve and develop in a sustainable manner promoting efficiency and value for money.

- ***Economy and Skills***

The HAMP & HAMS along with the Local Transport Plan will ensure that the transport system helps Slough sustain its economic competitiveness and retain its position as an economic hub in the South East.

3b. Cross-Cutting themes

Asset management is a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers. As Slough formally starts to adopt an asset management approach to the maintenance of its highway assets this will

allow the borough to continue to improve its highway infrastructure and thus continue to improve the image of the town. An asset management approach will promote civic responsibility through engagement with the customer and a more transparent and open approach towards highway maintenance.

3c. Joint Strategic Needs Assessment (JSNA)

- ***Improve the quality and availability of housing and environment for Slough residents***

Adoption of the HAMP & HAMS and the principles of asset management will ensure the borough as a whole continues to improve and develop.

4 Other Implications

(a) Financial

The principles of highway asset management are being applied in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) guidelines and International Financial Reporting Standards. The Council's accounts for highway assets should be aligned with these requirements. Failure to do so could affect future government funding. The financial returns form part of the Whole of Government Accounts (WGA) submission to Central Government. It has been confirmed by Central Government through Highways Maintenance Efficiency Programme (HMEP) that future Local Highways Maintenance Funding arrangements will be dependent upon Councils being able to demonstrate that they have explicit regard to highway asset management planning.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support	None	
Communications	None	
Community Safety	None	
Financial		Managing the highways asset using the HAMP&S will ensure the asset is managed in a cost effective manner optimising revenue and capital resources available
Timetable for delivery	None	
Project Capacity	None	
Other	None	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications.

(d) Equalities Impact Assessment

There are no Equality Impact Assessment implications.

5. Supporting Information

5.1 The HAMP&S is a strategic approach that identifies the optimal allocation of assigned resources for the operation, management, preservation and enhancement of highways infrastructure meeting the needs of customers.

5.2 A key theme throughout the HAMP will highlight the transition Slough is making in its approach to highways maintenance, moving away from traditional reactive maintenance and instead adopting a scientific framework that identifies and embraces key themes including:

- Strategic Approach – a systematic process that takes a long term view
- Whole of Life – the whole-life/life-cycle of an asset/treatment is considered
- Optimisation – maximising benefits by balancing competing demands
- Resource Allocation – allocation of assigned resources based on assessed needs
- Customer Focused – explicit consideration of customer expectations

5.3 Central Government Perspective:

5.3.1 There are drivers from Central Government for Council's to adopt and apply the principles of good asset management. The CIPFA and The Highway Maintenance Efficiencies Programme (HMEP) provide regular guidance relating to highway asset management. The main purpose for the HMEP is to provide practical and adaptable efficiency solutions.

5.3.2 In December 2014, the Secretary of State for Transport announced that £6 billion will be made available between 2015/16 and 2020/21 for Local Highways Maintenance funding. Of this, £578 million has been set aside for an incentive fund scheme, to reward Councils who demonstrate they are delivering value for money in carrying out cost effective improvements.

Each Council in England (excluding London) will be invited to complete a self-assessment questionnaire in November 2015, in order to establish the share of the incentive fund they will be eligible for in 2016/17.

In 2015/16, all Councils have received their share of the £578 million based on their network size. However from 2016/17 only Councils in Bands 2 and 3 will receive 100% funding, whilst Council's in Band 1 will receive 90%. These percentages for Bands 1 and 2 decreases in each subsequent year, with only Councils in Band 3 being awarded full funding from 2017/18 as per table outlined below:

Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Band 1	100%	90%	60%	30%	10%	0%
Band 2	100%	100%	90%	70%	50%	30%
Band 3	100%	100%	100%	100%	100%	100%

Slough has actively taken part in HMEP local authority surveys and are keen on reaping the rewards through improved efficiencies and effective highways asset management. In order for Slough to become a Band 3 authority, it is crucial for us to implement the HAMS

and have its objectives monitored through appropriate measures ensuring outcomes have been achieved.

5.3.3 How the HAMP&S will deliver the outcomes of the 5 Year Plan: The highway network is arguably the biggest and most valuable piece of infrastructure asset in the Borough, the latest valuation done on the highway asset inclusive of highway land is estimated in the region of £2.14billion. It is at the core of our local transport system linking our communities together, a well managed and maintained highway network would ensure commuters make it to work every day, provide business with the means to get its products and services to their customers, gives access to labour markets and suppliers and encourage trade and new investment, therefore it is essential to the growth, wellbeing and balance of our local economy as well as helping our residents and visitors reach their different destinations in the Borough, all of which are enshrined in the outcomes of the 5 year plan.

Outcomes	Actions
Changing, retaining and growing – Outcome 1	2. Ensure a fit for business transport Infrastructure 7. Ensure that the gateways to the town, prominent places and green spaces are clean and well-maintained
Changing, retaining and growing – Outcome 2	3. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need
Changing, retaining and growing – Outcome 3	1. Define and establish the Centre of the Town as a destination
Enabling and preventing – Outcome 4	1. Build on success in making Slough safer 2. Build on success in tackling anti-social behaviour
Enabling and preventing – Outcome 5	3. Ensure vulnerable children and young people are safe and feel safe
Enabling and preventing – Outcome 6	1. Encourage all residents to manage and improve their health 2. Target those individuals most at risk of poor health and wellbeing outcomes to become more active, more often
Using resources wisely – Outcome 7	2. Maximise the use of its capital resources to increase revenue savings and make the capital strategy affordable 7. Maximise savings from procurement, commissioning and contract management

5.4 The Council manages the following key highway assets:

- 324 km of roads.
- 647 km of footways/cycleways
- 318,000 m2 of green space including grass, planting and trees
- Town Centre public realm including high quality paving, lighting and street furniture
- 56 bridges and structures
- 11,400 street lights & 1,850 illuminated signs and bollards
- 130 traffic signals

5.5 As part of the “Whole of Government Accounts” submission Highways Engineering submit annual asset valuation figures to HM Treasury. This form of accounting is known as “Resource Accounting and Budgeting” and under these requirements local authorities are required to value their highway asset in accordance with guidance from Central Government. The Gross Replacement Cost valuation (GRC) was last calculated in July 2015 at **£2.12Billion** inclusive of all highway land. We are also required to submit Depreciated Replacement Cost (DRC) valuation as part of the submission which is the

current cost of replacing an asset with its modern equivalent asset less deductions for all physical deterioration, which was calculated to be **£2.05Billion**.

The Benefits of Adopting a HAMP

- 5.6 Working within the principles of the draft HAMP&S has already led to significant improvements relating to the highway asset inventory. The draft HAMP&S has also allowed the Council to benefit from highway maintenance efficiency improvements include trials and adoption of new highway maintenance materials and techniques, changes to cyclic maintenance regimes/programmes and efficiency improvements with partners including our term consultants and contractors. It is imperative the Council adopts a robust TAMP&S that continually evolves, aligned with best national and local practice, ensuring the Council is maintaining the highway asset in the most cost efficient manner available, while maximising future highway maintenance funding opportunities from Central Government.

6 Conclusion

- 6.1 By adopting the HAMP&S and allowing its evolution promoting continual improvement, the Council will be ensuring the highway asset is maintained in the most cost efficient manner available, while maximising future highway maintenance funding opportunities from Central Government.

7 Appendices Attached

Appendix A Highway Asset Management Policy.
Appendix B Highway Asset Management Strategy.

8 Background Papers

None.

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Slough Borough Council**Highway Asset Management Policy****OUR AMBITION – USING RESOURCES WISELY****By 2019 the Council's income and the value of its assets will be maximised****Our Challenges and Opportunities**

We have reviewed the evidence about the people and place of Slough and have identified the following key statement for Slough:

- Importance of continuing growth of the healthy economy of the town

The Council will meet the challenges and opportunities that will arise in trying to implement this statement, by shaping and managing the changing place. The following outcomes will shape the work of the Council to respond to subsequent opportunities and challenges facing the town:

- Changing, retaining and growing - ensure a fit for business transport infrastructure
- Using resources wisely - streamline customer journeys to deliver savings

Asset Management

Asset management is a strategic approach that identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers.

We understand the importance of asset management and how it can help us meet our corporate objectives. In our attempt to implement the above definition of asset management, Slough is making a transition in its approach to highways maintenance. We are moving away from traditional reactive maintenance and adopting a framework that promotes a longer term sustainable view of maintaining the highway asset.

Key Priorities

We have identified the following key priorities and will ensure they are embedded during all our activities:

- Safety – Ensure that our customers including motorists, cyclist and pedestrians are able to use the network with confidence regarding their personal safety
- Accessibility – Make sure that highway assets are maintained to a standard that is inclusive to all users including partially sighted, wheel chair users, push chair users and the hearing impaired
- Availability – Endeavour to reduce congestion and disruption and maximise availability of the network to all users at all times
- Environmental – Consider the environment when choosing highway techniques, endeavouring to reduce carbon use and wastage
- Financial - Promote economic prosperity and regeneration by making sure the highway network is well managed and fit for purpose

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Slough Borough Council

Highway Asset Management Strategy

OUR AMBITION – USING RESOURCES WISELY
By 2019 the Council’s income and the value of its assets will be maximised

1 Key Priorities

1.1 We understand the importance of asset management and how it can help us meet our corporate objectives. Slough is making a transition in its approach to highways maintenance. We are moving away from traditional reactive maintenance and adopting a framework that promotes a longer term view of maintaining the highway asset.

2 Asset Management Policy summary

2.1 We have identified the importance of continuing growth of the healthy economy of the town. The following outcomes will shape the work of the Council to respond to subsequent opportunities and challenges facing the town:

- changing, retaining and growing (ensure a fit for business transport infrastructure).
- using resources wisely (streamline customer journeys to deliver savings).

3 What is Asset Management?

3.1 Asset management is a strategic approach that identifies:

- the optimal allocation of assigned resources for the management, operation, preservation and enhancement of the highway infrastructure to meet the needs of current and future customers.
- the approach to meeting the strategic need for the management and maintenance of highway infrastructure assets. This is done through long term planning and the optimal allocation of assigned resources in order to manage risk and meet the performance requirements of the authority in the most efficient and sustainable manner

3.2 The following points are essential when practising effective asset management:

- A strategic approach over the long term;
- Optimal allocation of resources;
- Managing expenditure over the asset lifecycle;
- Meeting performance requirements in the most efficient way;
- Managing risk;

- Operational delivery.

4 The need for Asset Management

4.1 The following local government challenges have highlighted the need for asset management:

- Increasing scrutiny, transparency, accountability and media exposure in delivering legal requirements, meeting stakeholder expectations and maintaining the engineering integrity of the network;
- Managing the impact of traffic growth;
- Severe financial constraints.

4.2 We are aware of and involved in a number of best practice initiatives including the CIPFA HAMP series network and the SE 7 Alliance.

5 Slough's Asset Infrastructure

5.1 Slough Borough Council's highway network is made up of 307km of road which is split up as follows:

- A Roads – 29km
- B Roads – 6km
- C Roads – 2km
- Unclassified Roads (Residential) – 270km

5.2 We also look after 647km of footway and cycleway, 318,000 m² of green space including highway verge, planting, trees and the Town Centre public realm including high quality paving, lighting and street furniture. The Council is responsible for 56 structures which include footbridges, culverts, railway bridges and retaining walls. The highway asset also includes 11369 lighting columns, 1850 illuminated signs & bollards and 130 traffic signals.

5.3 The gross replacement cost of Sloughs network including land has been calculated to be £2.13 billion (as of July 2015). In 2012/2013 all local authorities were required to submit a gross replacement cost and a depreciated replacement cost which, in our case, was calculated to be £2.05 billion.

6 Maintaining the asset

6.1 With regards to maintaining our asset we aim to follow a 'whole lifecycle' approach. We aim to design infrastructure schemes that take into account their future maintenance. This may also involve choosing to use a particular process due to its long term benefits.

6.2 We adopt an asset management approach throughout the lifecycle of an asset. This promotes the maintainability of an asset being taken into account at the earliest

stages of design, which leads to financial efficiency and optimum allocation of resources.

- 6.3 At a strategic level, we have regular meetings with all internal officers involved with works on the highway, so that all works can be co-ordinated.

7 Financial Reporting Requirements

- 7.1 As part of Whole of Governments Accounts (WGA) financial requirements, Councils are required to report the value of all their assets, including highway assets, to HM Treasury. The value of highway assets is derived from calculating the Gross Replacement Cost (GRC) and the Depreciated Replacement Cost (DRC).
- 7.2 The GRC is the cost of replacing either the whole of an existing highway network or some part of it with a modern equivalent asset. Put simply this means how much it would cost to completely replace the asset in question, whether that be carriageways, footways, structures, streetlights or traffic signals with a brand new equivalent. The DRC is the current cost of replacing an asset with its modern equivalent asset less deductions for all physical deterioration and impairment. Put simply this means how much it would cost to completely replace the asset in question, whether that be carriageways, footways, structures, streetlights or traffic signals in its current condition.
- 7.3 This reporting approach is not audited currently, but there is a provisional timeline of 2016/17, whereby all Councils will have to report the value of their highway assets on their balance sheet using the above method. From then on the information will be audited. In order to fully meet these requirements accurate and robust inventory data will be required. These requirements will also support the implementation of asset management principles such as maintenance scheme selection.

8 Financial Planning

- 8.1 In November 2014 the Department for Transport consulted with Councils asking whether the funding formula should incentivise Councils to undertake efficiency measures and asset management techniques. It was decided that Councils would receive 70% of their funding allocation on a “needs” basis i.e. it would be based on length of network, number of streetlights, number of bridges etc. The other 30% would be received through an asset management ‘incentivised’ allocation. Each local authority would need to demonstrate that they are adopting asset management principals in order to receive the full 30%.
- 8.2 £6 billion will be made available over the next 6 years for maintenance of local highways. This long term certainty of the ‘needs’ based allocation will allow Slough to create long term forward works programmes and support financial planning.

9 Levels of Service and Performance Monitoring

- 9.1 Slough has been implementing effective asset management as per the asset management framework (*figure 1*) set out in the HMEP Highway Infrastructure Asset Management Guidance document. Components of the asset management framework

have been prioritised in order to further implement and mature good asset management practices.

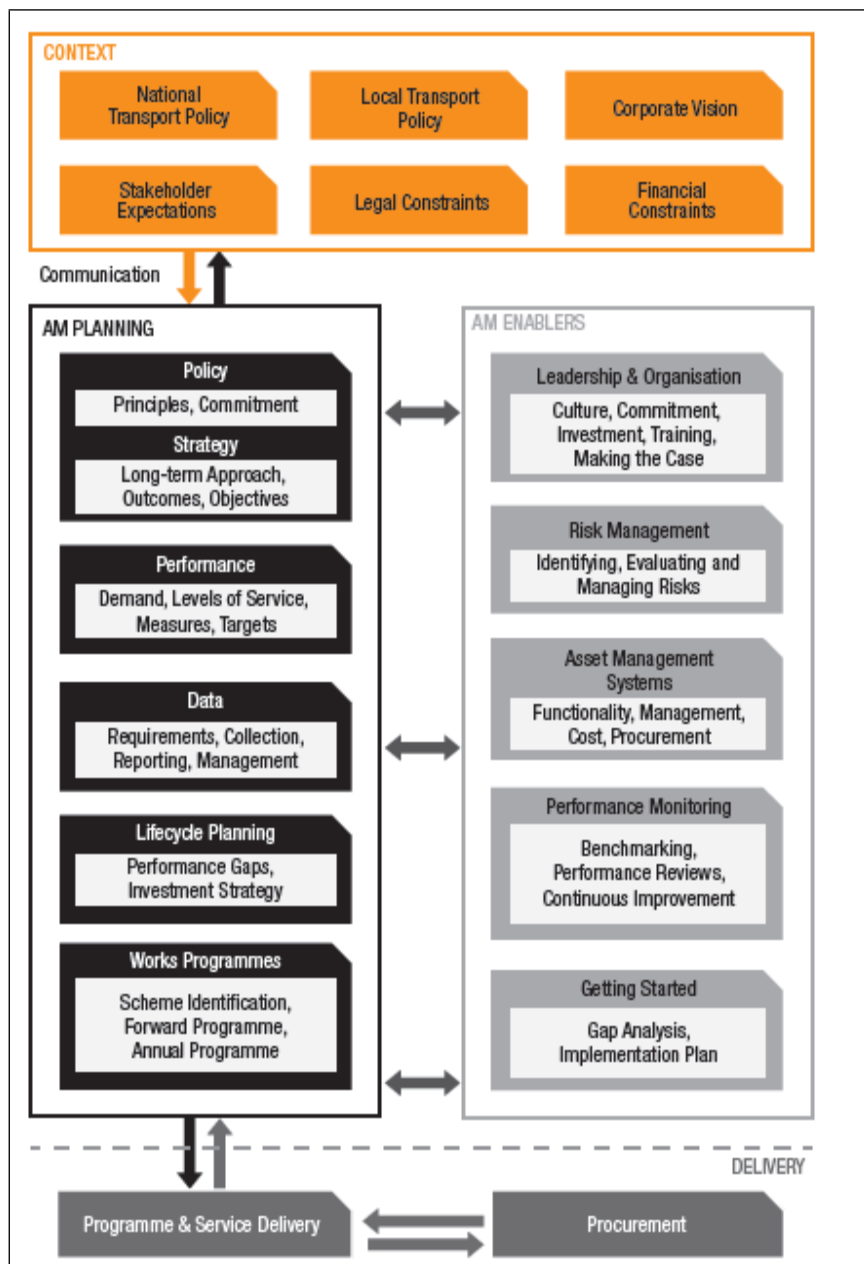


Figure 1 – The Asset Management Framework from “Highway Infrastructure Asset Management” by UKRLG/ HMEP

9.2 Regular asset management meetings and workshops have prioritised the asset management components.

9.3 Levels of Service have been developed through a workshop and are aligned with the Five Year Corporate Plan 2015-2019 and the Local Transport Plan 3 2011-2026. They are broad statements based on themes, which link high level corporate objectives to stakeholder requirements for delivery of service. The statements were based upon the following themes: Safety, Serviceability, Accessibility, Sustainability and Financial Performance. Through a recent Highways Asset Management Workshop Slough has developed the below levels of service statements:-

1. *Ensure that our customers including motorists, cyclist and pedestrians are able to use the network with confidence regarding their personal safety*
2. *Make sure that highway assets are maintained to a standard that is inclusive to all users including partially sighted, wheel chair users, push chair users and the hearing impaired*
3. *Endeavour to reduce congestion and disruption and maximise availability of the network to all users at all times*
4. *Consider the environment when choosing highway techniques, endeavouring to reduce carbon use and wastage*
5. *Promote economic prosperity and regeneration by making sure the highway network is well managed and fit for purpose*

9.4 The level of service statements are a qualitative expression. They are easy to understand for members of the public and stakeholders, but they do not include the performance measures themselves.

9.5 Performance measures will be used to monitor whether Slough is meeting the levels of service statements. In the majority they are quantitative expressions that are meaningful. The measures will also be used to record and report on delivery of the highway service, the asset management strategy and Slough's overall approach to asset management (*figure 2*).

		POOR	FAIR	GOOD	EXCELLENT
Level of Service Theme	Level of Service statement	Does not meet minimum national and/or local requirements and/or poor/no information	Meets minimum national and local requirements and/or basic information	Meets recognised current good practice	Exceeds good practice and/or sets challenging targets that will improve service
Safety	<i>Ensure that our customers including motorists, cyclist and pedestrians are able to use the network with confidence regarding their personal safety</i>	Does not meet minimum safety requirements	Meets minimum safety requirements	Meets current good practice in safety	Exceeds good practice in safety
Accessibility	<i>Make sure that highway assets are maintained to a standard that is inclusive to all users including partially sighted, wheel chair users, push chair users and</i>	Does not meet minimum accessibility requirements	Meets minimum accessibility requirements	Conforms to requirements of good practice in accessibility	Exceeds requirements of good practice in accessibility

		POOR	FAIR	GOOD	EXCELLENT
Level of Service Theme	Level of Service statement	Does not meet minimum national and/or local requirements and/or poor/no information	Meets minimum national and local requirements and/or basic information	Meets recognised current good practice	Exceeds good practice and/or sets challenging targets that will improve service
	<i>the hearing impaired</i>				
Availability	<i>Endeavour to reduce congestion and disruption and maximise availability of the network to all users at all times</i>	Does not meet minimum availability requirements	Meets minimum availability requirements	Conforms to requirements of good practice in availability	Exceeds requirements of good practice in availability
Environmental	<i>Consider the environment when choosing highway techniques, endeavouring to reduce carbon use and wastage</i>	Does not meet minimum local and national environmental requirements	Meets minimum environmental requirements	Conforms to good practice in environmental procedures	Exceeds environmental good practice
Financial	<i>Promote economic prosperity and regeneration by making sure the highway network is well managed and fit for purpose</i>	Does not meet minimum targets	Meets minimum targets	Confirms to financial targets	Exceeds financial targets

Figure 2 – Levels of Service and Performance Measurement Definitions

10 Asset Data and Information

10.1 Effective asset management planning requires knowledge of the asset inventory together with asset condition and use. This entails the collection and maintenance of asset data that can assist in decision making, reporting and monitoring.

10.2 Data management is fundamental to the overall asset management process. A significant factor when assessing and identifying the appropriate data requirements is the interrelation of data to other processes that incorporate data use.

10.3 Asset data is required to enable the following asset management processes to be undertaken:

- effective management of the highway network;
- assessment of the life expectancy of individual assets or asset components;
- assessment of current and development of future levels of service;
- assessment of current and development of future performance indicators;
- development of future maintenance options;
- identification of future investment strategies;
- development of short, medium and long-term forward works programmes;
- valuation assessments for each of the assets and the calculation of how they have depreciated in value since they were created.

10.4 Slough recognises the need for accurate and robust data when implementing effective asset management. Currently all highway assets are stored in a GIS based asset register and a UK Pavement Management System. Gaps in data have been identified and will be collected by walked or other surveys. Highways asset condition surveys for carriageways and footways are on-going with outputs are being utilised for calculating performance indicators and treatment scheme selection.

10.5 Moving forward data management procedures will need to be developed to ensure that all asset data is kept up-to-date. Additional attributes may be added to the inventory as continuous updating procedures are implemented. Accuracy of the inventory data must be rigorously maintained, as degradation of data quality will have a significant and detrimental effect on the validity of the results of management procedures. These procedures are essential to develop the tools required to deliver the key aspects of asset management

11 Lifecycle Planning

11.1 Lifecycle plans are used to manage asset groups in a defined and consistent manner by developing an understanding of each asset group in a framework aligned with the structure of the asset management plan. This aids effective and efficient management, not only of the asset groups, but the assets collectively in providing consistent usable information. It can also support developing individual and collective business cases with consideration for risk and level of service.

11.2 For each asset group, lifecycle plans can be linked to the Levels of Service to show the work required to:

- sustain the current performance over the TAMP&S period;
- close the performance gap;
- sustain the target performance over the TAMP&S period.

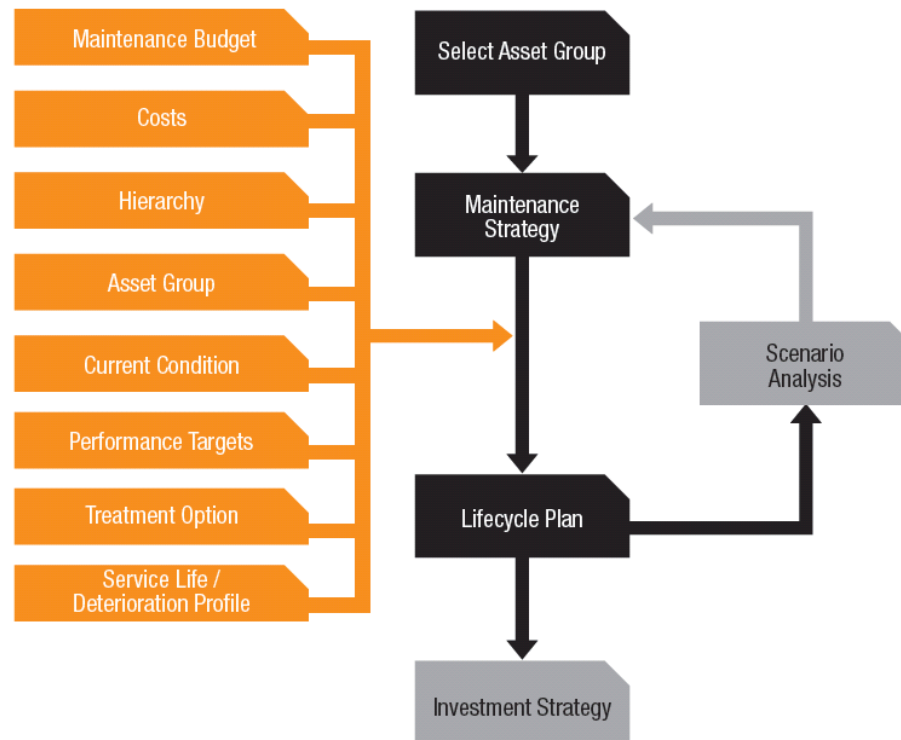


Figure 3 – Lifecycle Planning Process from HMEP Highway Infrastructure Asset Management Guidance Document

- 11.3 Consideration is required for each of the phases in *Figure 3* for the assets which will help drive a shift towards longer-term asset management and planning. Such a longer-term approach is a key element of the asset management process.
- 11.4 Lifecycle plans aim to identify the lowest long-term cost for the scope of work required in order to close the performance gap between the current and the target performance level of the asset and to sustain the performance at the desired Levels of Service.
- 11.5 The plans start to optimise the cycle of activities that the assets will experience throughout their lives, including planning, design, construction, operation, maintenance, rehabilitation, reconstruction and disposal. They can be used as general guidance to identify specific maintenance needs through the various stages of the asset life and provide a link to the short-term planning process.
- 11.6 Slough has been utilising the lifecycle planning toolkits developed through the HMEP programme to further develop its lifecycle approach to asset management. The carriageway lifecycle planning toolkit has been run using different maintenance strategies and scenarios. Modelling the status quo including current budget and maintenance techniques has shown highway condition on all classifications of carriageway will decline.
- 11.7 Slough also ran the HMEP Structures Lifecycle Planning toolkit in 2015. The conclusion is that while a planned preventative approach may provide best value in the longer term, the current level of investment is insufficient to realise the full benefits of asset management, or to maintain Slough’s stock of structures at a

steady state condition. Instead, an increase from the current level of funding would be required to generate a significant increase in performance over the analysis period.

12 Collaborative Working

12.1 Central Government Drivers. In November 2011 Government published the National Infrastructure Plan which emphasised the opportunity to make efficiency savings of at least 15% per annum amounting to around £2-3 billion in the delivery of infrastructure projects. Her Majesty's Treasury has led on plans to seek a reduction in costs of delivering highway maintenance services, predicting savings of between £20-30 billion over the next decade.

12.2 Local Government Drivers. "Localism is integral to this Governments thinking. Local politicians want to be assured that their local highways service delivery is as efficient and effective as possible. Furthermore, given shrinking budgets, you want as much expenditure as possible being directed towards front-line services" from Local Highway Authorities Collaborative Alliance and Setting up and Operating an Alliance toolkit HMEP 2012.

12.3 Working collaboratively provides monetary savings in the following ways:

- reduction in duplication (Councils do not need to procure services independently for example);
- lowering cost (as the quantity of work increases, economies of scale);
- helps deliver cost certainty via benchmarking with and previous experience of other members;
- helps develop good practices and sharing of information.

12.4 A recent example of collaborate working is the Slough, Reading & Wokingham Councils street lighting upgrade project due to commence in April 2016 to March 2018. Slough is leading on this project to modernise street lighting across all three boroughs. The project includes the installation of energy efficient LED lanterns, replacement of "at risk" and older style concrete street lighting columns and further implementation of Central Management Systems to remotely manage street lighting levels to improve performance and efficiency. This project will produce a number of benefits/outcomes, some of which have been summarised below:

- significant cost savings: replacing the aging assets would reduce ad-hoc maintenance of columns and the risk to the public of column collapse and also install much more energy efficient lighting units. This would result in energy and maintenance cost savings;
- energy use: LED streetlights are estimated to reduce energy consumption by 78% over the 20 years, helping to meet government targets;
- maintenance: a Central Management System (CMS) will offer wireless control of street lights for day / night time dimming, better detection of faults and enables accurate power consumption monitoring. The LED streetlights offer more than double the lantern life expectancy of standard streetlights thereby significantly reducing the long-term maintenance costs;

- renewal: upgraded columns would provide a safer environment for the community;
- environmental benefit: the scheme has a positive impact on the environment, by reducing the energy consumption and reduces the upward sky glow with luminaries that distribute light in a more efficient manner;
- carbon savings: the estimated CO₂e reduction is 58,000 tonnes which will help to meet government targets;
- community: the street lighting service would improve through conversion to white light sources under which the human eye is better able to see; this is difficult to quantify but will lead to a reduction in antisocial behaviour, and a reduction in crime and fear of crime;
- road safety: the total of accident savings is predicted at £2.1 million over 20 years (a saving of about 2.6 personal injury accidents p.a.). The better quality of white light will offer better visibility to motorists, promote cycling and assist with overall road safety;
- Light pollution: modern lanterns also reduce upward light transmission to provide better views of the night sky.

13 Communication

13.1 A communication strategy is in the process of being drafted. It will set out and explain Slough's approach to highways maintenance and asset management. It will also go into detail on how Slough communicates and makes decisions on its highways maintenance activities such as identification, assessment, programming and delivery of the service to members of the public and stakeholders.

14 Review Process

14.1 This strategy is a 'live' document which will require periodic reviews and updating. Continuous improvement is an essential element of asset management enabling better decisions to be made with better information.

14.2 It is essential to monitor and review the performance of the asset management regime. The monitoring process will enable the timely identification of instances where expected performance is not being achieved so that corrective action can be undertaken, thereby ensuring targets are met. Learning from mistakes, amending processes and feeding this information back into the asset management process will ensure continual improvement of the asset management approach.

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 19th October 2015

CONTACT OFFICER: Alan Sinclair – Acting Director Adult Social Services

(For all enquiries) (01753) 87 5752

WARD(S): All

PORTFOLIO: Health and Wellbeing – Cllr Sabia Hussain

PART I
NON-KEY DECISION

CARE ACT 2014 – ADULT SOCIAL CARE CONTRIBUTIONS POLICY**1 Purpose of Report**

To make recommendations to Cabinet in respect of charges to self-funders who ask Slough to arrange their non-residential care; and to present to Cabinet a revised Adult Social Care Contributions Policy, which has been updated to reflect the new legal framework established by the Care Act and incorporate decisions agreed by Cabinet in March 2015.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That Slough introduces a flat-rate fee charge of £150 per year to self-funders for arranging non-residential care from April 2016.
- (b) That Slough adopts the revised Adult Social Care Contributions Policy (Appendix A).

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

The recommendations in this report follow on from Cabinet decisions in March 2015 and are required to comply with the Care Act.

3b Five Year Plan Outcomes

The recommendations in this report support the development and implementation of changes to social care processes and pathways, which contribute to the Five Year Plan's outcomes:

- More people will take responsibility and manage their own health, care and support needs

4 **Other Implications**

(a) Financial

There is expected to be a small increase in Slough's income from Adult Social Care charges, though less than £10,000 overall.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	
Property	None	
Human Rights	None	
Health and Safety	None	
Employment Issues	None	
Equalities Issues	None	
Community Support	None	
Communications	Consultation on proposals to charge for arranging non-residential care for self-funders would be included in the 2016-17 budget consultation.	
Community Safety	None	
Financial	Contained within this report	
Timetable for delivery	Contained within this report	
Project Capacity	None	
Other	None	

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The calculation of charges and the revisions to the Adult Social Care Contributions Policy will ensure that Slough is compliant with the relevant responsibilities under the Care Act.

(d) Equalities Impact Assessment

The Care Act principally benefits older age groups, who predominantly require both domiciliary and residential care, though disabled adults aged 18-65 will also benefit as a result of the Act. Almost all self-funders in Slough are adults aged 65 or over.

An Equalities Impact Assessment has been prepared, which shows that, by introducing a modest charge to self-funders who ask Slough to arrange their non-residential care, the council will continue to provide a valuable brokerage service to some of the most vulnerable older people in the community who are assessed as having the means to fund their own care and support. Although there is a small risk that some people may decline the service because of the charge, all possible steps have been taken to mitigate this.

5 **Supporting Information**

5.1 **The Care Act 2014 Overview**

The Care Act received Royal Assent on 14 May 2014. The aim of the Act is to reform and consolidate the law relating to care and support for adults dating back to the National Assistance Act 1948.

The main aspects of the Act are:

- brings care and support law into one statute
- re-focuses care and support by promoting wellbeing and preventing and delaying needs to reduce dependency instead of only intervening at crisis point
- puts carers on the same legal footing as the person they are caring for
- aims to ensure that people do not have to sell their homes in their lifetime to pay for residential care, by providing for a new deferred payments scheme
- provides for a single national threshold for eligibility to care and support
- supports people with information, advice and advocacy to understand their rights and responsibilities, enabling them to access care when they need it, and plan for their future needs
- guarantees continuity of care when people move between areas
- includes new protections to ensure that no one goes without care if their provider fails, regardless of who pays for their care
- is built around people and outcomes that matter to them and promoting personal budgets
- clarifies entitlements to care and support and gives new options in relation to charging
- puts safeguarding adults on a statutory footing
- simplifies the care and support system and processes to provide local authorities and care professionals the freedom and flexibility to integrate with other local services

Proposals to protect people from excessive care costs through a cap on care costs, originally intended to be introduced from April 2016, have been postponed until April 2020.

5.2 **Cabinet Decisions March 2015**

The Cabinet meeting on 9th March 2015 considered a report on *Care Act 2014 - Implications for Charging Policy*, and resolved:

- (a) That Slough's policy on charging for care in care homes would continue unchanged.
- (b) That Slough would continue not to charge for carers' support, though this would be reviewed by autumn 2016 when a considered view could be taken following implementation of the revised Carers' Strategy during 2015.
- (c) That Slough would review the option to charge self-funders who ask it to arrange their non-residential care by autumn 2015 following changes to social care processes and pathways.
- (d) That Slough adopt the policies on Deferred Payment Agreements and Top-ups in Care Homes appended to the report.

This report:

- (a) Makes recommendations in respect of charges to self-funders who ask Slough to arrange their non-residential care.
- (b) Presents a revised Adult Social Care Contributions Policy, which has been updated to reflect fully the new legal framework established by the Care Act and incorporate the decisions agreed by Cabinet in March 2015.

5.3 Charging Self-funders for Arranging Non-Residential Care

The Care Act gives the council the power to charge self-funders who ask it to arrange their care. For technical reasons, this applies only to non-residential settings. It was anticipated this would be extended to residential settings from April 2016, but that proposal has been postponed until April 2020 along with the cap on care costs.

Most people who have the means to fund their own care and support to live independently at home arrange this privately. In a survey of non-residential care providers (August 2014), we identified approximately 150 people who were making private arrangements. However, for some people this can be a burden, for example if they are especially vulnerable or have no family nearby to help manage the arrangements. Slough currently arranges non-residential care for 40 people who have been financially assessed as able to pay the full cost of their care and support. A further 30 people are paying the full cost of their care and support having chosen not to disclose the details of their financial circumstances. No charge is currently made for this service.

Where councils decide to charge for arranging care and support for self-funders, they must not charge more than the cost of providing that service. The annual costs that Slough incurs in setting up and managing care and support for self-funders is approximately £150. This is equivalent to less than one hour of homecare per month.

Neighbouring councils have introduced, or are planning to introduce, charges for arranging care and support for self-funders. The level and structure of these charges varies considerably, a pattern reflected nationally:

Options:

1. No change. Slough would continue to provide a valuable service to some of the most vulnerable older people in the community. If the number of self-funders asking the council to arrange their care increased there might be an additional cost to the council.
2. Introduce charges from April 2016, with a higher fee in the first year to cover set-up and management, and a lower rate for management only in subsequent years. Slough would continue to provide a valuable service to some of the most vulnerable older people in the community. The charge would be sufficient to recover the council's costs in providing a service to people who are assessed as having the means to fund their own care and support. A two-tier charge would reflect the higher costs of setting up the care and support arrangements in the first year. There is a risk that some people may decline the service because of the charge.
3. Introduce charges from April 2016, with a flat-rate fee in all years. Slough would continue to provide a valuable service to some of the most vulnerable older people in the community. The charge would be sufficient to recover the council's costs in providing a service to people who are assessed as having the means to

fund their own care and support. A flat-rate charge would not reflect the initial set-up costs as accurately, but may be simpler to understand and administer. There is a risk that some people may decline the service because of the charge.

It is recommended to introduce a flat-rate charge (option 3). This would be set at £150 per year from April 2016. The charge would apply to new cases only.

5.4 **Revised Adult Social Care Contributions Policy**

The Care Act and its associated Regulations and Statutory Guidance have replaced the previous framework for charging for adult social care. There are some limited changes to the content of the charging framework, which were addressed in the report to March 2015 Cabinet on *Care Act 2014 - Implications for Charging Policy*.

The Act requires local authorities to adopt charging policies for non-residential services. This is because legislation allows them a considerable degree of discretion over what services they will charge for. By contrast, charging for residential care remains tightly prescribed. In May 2015, Wellbeing Senior Management Team under delegated powers agreed a variation to Slough's Adult Social Care (Non-Residential) Contributions Policy to reflect the revised legal framework.

The revised Adult Social Care Contributions Policy (Appendix A):

- (a) Reflects the revised legal framework under the Care Act.
- (b) Brings together policies on charging in non-residential and residential settings, including the decisions agreed at the 9th March Cabinet meeting.
- (c) Incorporates the recommendation in this report on charging self-funders for arranging non-residential care.

There are no other substantive changes to existing policy. However, we have taken the opportunity to revise the text to take account of clearer wording in the Statutory Guidance and examples of good practice in other councils' policies.

6 **Comments of Other Committees**

Not applicable

7 **Conclusion**

The Cabinet is requested to approve the recommendations contained in the report.

8 **Appendices Attached**

A – Adult Social Care Contributions Policy October 2015

9 **Background Papers**

None

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WELLBEING PROCEDURE NO:

ASC/FC1

Adult Social Care Contributions Policy

DATE	19 October 2015
EFFECTIVE DATE:	19 October 2015
CATEGORY:	General Community Care
KEYWORDS:	Contributions, Charging, Financial Assessment, Appeal, Assessable Income, Fairer, Welfare Benefits
ISSUED BY:	Mervin Msaya, Corporate Policy Officer
CONTACT & LEAD AUTHOR:	George Grant, Departmental Finance Manager, Wellbeing
PROCEDURES CANCELLED OR AMENDED:	Contributions Policy (Non-residential Care / Personal Budgets) ASC/FC1
REMARKS:	This policy should be read in conjunction with all existing SBC and LOCAL policies and procedures.
SIGNED:	Alan Sinclair
DESIGNATION:	Acting Director Adult Social Services

AS A MANAGER YOU SHOULD ENSURE THAT:-

- You read, understand and, where appropriate, act in accordance with the policy and procedures
- All people in your workplace who need to know see this procedure, are aware of its content and you ensure that all staff act in accordance with the policy
- This document is available in a place to which all staff members in your workplace have access

AS AN SBC OFFICER/ MEMBER OF STAFF YOU SHOULD ENSURE THAT:-

- You read, understand and, where appropriate, act on this information
- Discuss any issues with your manager or supervisor which you do not understand

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1. Introduction

- 1.1. The Care Act 2014 provides the legal framework for charging for adult social care and support. Where a local authority arranges care and support to meet someone's needs, it may charge for that care and support, except where it is required to arrange care and support free of charge.
- 1.2. This policy sets out how Slough Borough Council will assess the contribution someone must pay towards the cost of providing services to meet their care and support needs. The overarching principle is that they will only be required to pay what they can afford. This means that, in most cases, an assessment of their financial circumstances (Financial Assessment) will be made to determine the appropriate level of contribution.
- 1.3. The policy will be reviewed annually.

2. Legal Context

- 2.1. The Care Act 2014 provides the legal framework for charging for adult social care and support. Section 14 of the Act enables local authorities to charge someone receiving care and support where it is permitted to charge. Section 17 requires local authorities to carry out a Financial Assessment where they have chosen to charge for a particular service under the power in section 14. Sections 69-70 allow local authorities to recover debt incurred in providing care and support.
- 2.2. The Care and Support (Charging and Assessment of Resources) Regulations 2014, and the Care and Support Statutory Guidance (October 2014) issued by the Department of Health provide detailed guidance on charging for adult social care and support¹. The relevant parts of the Statutory Guidance are:
 - Chapter 8: Charging and financial assessment
 - Annex A: Choice of accommodation and additional payments
 - Annex B: Treatment of capital
 - Annex C: Treatment of income
 - Annex D: Recovery of debts
 - Annex E: Deprivation of assets
 - Annex F: Temporary and short-term residents in care homes
- 2.3. The Act, Regulations, and Statutory Guidance set out a framework for charging people whose eligible needs are met in a care home, and require local authorities to develop and maintain a policy setting out how they will charge people in settings other than care homes. Slough Borough Council's contributions policy should be read in conjunction with the Act, Regulations and Statutory Guidance. The Council will also take account of best practice guidance produced by the National Association of Financial Assessment Officers in its Financial Assessments.

3. Services Provided Free of Charge

- 3.1. No contribution will be required towards the cost of:
 - Community equipment to assist with daily living or nursing at home
 - Minor adaptations costing £1,000 or less, including the cost of buying and fitting the adaptation
 - Intermediate care and reablement for up to 6 weeks
 - Care and support provided under Section 117 of the Mental Health Act 1983

¹ The Care and Support Statutory Guidance replaces all previous Department of Health fairer charging, fairer contributions, and charging for residential accommodation guidance.

- Services that the NHS has a duty to provide, including Continuing Healthcare and the NHS contribution to Registered Nursing Care
- 3.2. No contribution will be required from:
- People suffering from any form of variant Creutzfeldt Jacob Disease
 - Children and young people under 18 years of age
 - Carers (subject to review in autumn 2016)
- 3.3. No charge will be made for the assessment of someone's care and support needs or for their Financial Assessment.
- 3.4. All other services will be subject to an assessed (or in certain cases flat rate) contribution. This applies equally whether someone chooses to ask the Council to arrange their care and support, or to arrange their own care and support through a Direct Payment.

4. Services for Which a Charge is Made

4.1. Flat Rate Non-Assessed Contributions:

- Telecare and assistive technology (where this is the only service received)

4.2. Examples of Services Requiring an Assessed Contribution:

An assessed contribution is calculated through the Financial Assessment for all other services, examples of which include but are not restricted to:

- Residential and nursing home fees
- Personal budgets and direct payments
- Home care and support at home
- Replacement care
- Day care
- Adaptations costing more than £1,000
- Telecare and assistive technology (where received in addition to other services)
- Reablement (after the first 6 weeks)
- Support brokerage for self-funders (from April 2016)

5. Financial Assessment

5.1. Overview

- 5.1.1. People will only be required to contribute what they can afford towards the cost of their care and support. This will normally be calculated, with their input, through a Financial Assessment. In some circumstances it may be more appropriate to make a 'light touch' Financial Assessment.
- 5.1.2. The Financial Assessment will consider the individual's:
- Income
 - Savings and other capital
 - Appropriate expenses (such as housing costs for people receiving care and support at home) and
 - Additional expenses they may have because of a disability or other condition
- 5.1.3. In making the Financial Assessment, Council staff and those acting on the Council's behalf will have regard to the detailed guidance set out in the Care and Support Statutory Guidance including the Upper and Lower Capital Limits set by the Department of Health.

- 5.1.4. People whose assessed savings and other capital are more than the Upper Capital Limit set by the Department of Health will be required to pay the full cost of their care and support until their savings and other capital fall below the Upper Capital Limit.
- 5.1.5. People whose savings are at or below the Upper Capital Limit will pay an assessed contribution based on their income and savings and other capital. This will be based on their income and savings and other capital, and will be calculated in accordance with the detailed guidance in the Care and Support Statutory Guidance Annexes B and C. Certain types of income and capital (Disregards) will be excluded from the Financial Assessment as detailed in the Care and Support Statutory Guidance. Appropriate expenses will also be taken into account.
- 5.1.6. There are some differences in how the Financial Assessment is made depending on whether a person is receiving care and support in a care home or at home. These are considered in Section 6: Specific Rules on Charging for Care and Support in a Care Home and Section 7: Specific Rules on Charging for Care and Support at Home.

5.2. **'Light Touch' Financial Assessment**

- 5.2.1. In some circumstances it may be more appropriate to treat someone, with their consent, as if a Financial Assessment had already been made. This is known as a 'light touch' Financial Assessment.
- 5.2.2. If a person receiving care and support has significant financial resources, and does not wish to undergo a full Financial Assessment, but still wants the Council to arrange their care and support, the Council may be able to accept other evidence in place of making a full Financial Assessment. The Council must be satisfied that the individual can afford, and will continue to be able to afford, any contribution due. The individual must sign an agreement confirming that they are willing, and will continue to be willing, to pay the full cost of their care and support.
- 5.2.3. A Financial Assessment will not be made where someone is receiving only services that are subject to a flat rate non-assessed contribution.
- 5.2.4. Where there has been a 'light touch' Financial Assessment the individual has the right to request a full Financial Assessment.

5.3. **Treatment of Income**

- 5.3.1. In making the Financial Assessment, Council staff and those acting on the Council's behalf will have regard to Annex C of the Care and Support Statutory Guidance.
- 5.3.2. To encourage people to remain in or take up employment, with the benefits this has for a person's well-being, earnings from current employment will be disregarded when working out how much they can contribute.
- 5.3.3. Certain other sources of income will be fully or partially disregarded as set out in Schedule 1 to the Care and Support (Charging and Assessment of Resources) Regulations and described in Annex B of the Care and Support Statutory Guidance.
- 5.3.4. There are some differences to how income is treated depending on whether a person is receiving care and support in a care home or at home. These are considered in Section 6: Specific Rules on Charging for Care and Support in a Care Home and Section 7: Specific Rules on Charging for Care and Support at Home.
- 5.3.5. Amounts received under an Equity Release Scheme may be treated as income or as capital depending on the terms of the scheme. The most common form of Equity Release Scheme is a Home Reversion Scheme (HRS), where a home owner will transfer the ownership of all or part of their home to a commercial or 'not for profit'

organisation. Depending on the terms of the HRS, the funds released may be paid to the home owner in full on the date of the transfer, or may be translated into an annuity, or a combination of these. Appendix 5 provides further details on Home Revision Schemes.

- 5.3.6. Other forms of equity release will be considered on an individual basis and income from the equity release may be considered in the financial assessment.

5.4. Treatment of Savings and Other Capital

- 5.4.1. In making the Financial Assessment, Council staff and those acting on the Council's behalf will have regard to Annex B of the Care and Support Statutory Guidance.
- 5.4.2. Savings and other capital will be taken into account unless they are subject to one of the Disregards set out in Schedule 2 to the Care and Support (Charging and Assessment of Resources) Regulations and described in Annex B described in Annex B of the Care and Support Statutory Guidance.
- 5.4.3. Where the person receiving care and support has savings and other capital at or below the Upper Capital Limit, but more than the Lower Capital Limit, they may be charged £1 per week for every £250 in capital between the two amounts. This is known as Tariff Income.

5.5. Treatment of Couples

- 5.5.1. Where an individual is co-habiting as part of a couple, the Financial Assessment process is summarised below. For these purposes a couple is defined as follows:
- A legally married husband and wife
 - Two individuals who have lived together as a married husband and wife for at least twelve months but who are not legally married
 - Two individuals of the same sex who under the Civil Partnership Act 2004 have formed a civil partnership
 - Two individuals of the same sex who have lived together as a couple for at least twelve months but who have not formed a formal civil partnership under the Civil Partnership Act 2004
- 5.5.2. Normally, the Financial Assessment will consider only the income, savings and other capital of the individual, including their share of joint income, savings and other capital. However, in some circumstances it may be financially advantageous to an individual to be assessed jointly as a couple.
- 5.5.3. The person's spouse or partner does not have to disclose their personal financial information (although they will be required to identify any income or savings and other capital that both members of the couple are entitled to jointly). If they do agree to participate in the Financial Assessment, a joint Financial Assessment can be made. The individual can then choose which assessment outcome they prefer: single or joint.
- 5.5.4. If a couple is receiving a joint service from which they both benefit, they will only be assessed as a couple.
- 5.5.5. When assessing one member of a couple as a single person:
- 100% of solely owned and 50% of all jointly owned capital and savings will be taken into account (excluding the value of the main home)
 - All assessable income appropriate to the individual will be considered
 - An allowance will be made for 50% of the couple's total joint basic household expenditure

- Basic living cost allowance will be calculated using 50% of the couples' rate of Income Support or Pension Guarantee Credit plus 25%
- An allowance will be made for the individual's Disability Related Expenditure where they receive a Disability Related Benefit

5.5.6. When assessing as a couple jointly:

- The income and savings and other capital for the couple will be considered;
- An allowance will be made for 100% of the couple's basic household expenditure
- The basic living allowance will be calculated using the level of Income Support or Pension Credit Guarantee of a couple
- The couple's assessed disposable income will be halved prior to considering any individual Attendance Allowance or Disability Living Allowance awarded
- An allowance will be made for the individual's Disability Related Expenditure where they receive a Disability Related Benefit
- Where both partners receive support which is chargeable, the standard capital limits will be doubled

5.6. **Mental Capacity**

5.6.1. Where a person receiving care and support lacks mental capacity to make decisions about the management of their financial affairs, they may still be assessed as being able to contribute towards the cost of their care and support.

5.6.2. The Council will always seek to work with someone who has legal authority to make financial decisions on behalf of the person who lacks mental capacity. Evidence of this will be required as part of the Financial Assessment. If there is no such person, an application must be made to the Court of Protection:

- A family member willing to take up the role may make a Deputyship
- In the absence of such a candidate an application may be made for a Panel Deputy to be appointed
- Slough may take the view that it will apply for Deputyship, depending on the Council's resources and the composition and value of the person's assets.

5.6.3. While an application is being considered by the Court of Protection, Department for Work and Pensions Appointeeship can be arranged to enable access to information about a person's state benefits.

5.7. **Declining to Provide Financial Details**

5.7.1. People have the right to choose not to disclose their financial details. If a person exercises this right, the Council is unable to make a Financial Assessment and the person will be required to pay the full contribution applicable at the time the service was provided or the Personal Budget was received.

5.8. **Delays in Making a Financial Assessment**

5.8.1. If a person unreasonably delays completing the Financial Assessment they will be required to pay the full cost of their care and support (or Personal Budget) until a Financial Assessment has been completed. If the Financial Assessment results in a lower contribution, the Council will consider refunding the difference depending on the circumstances of the case. Discretion in this matter will rest with the Assistant Director of Adult Social Care Services.

5.8.2. 'Unreasonable delay' will be determined on a case by case basis. However, as a general rule the Council expects the individual (or their representative) to provide the information required for the Financial Assessment within 2 weeks of request. (If

further information is required it is also expected that the individual will also provide this within 2 weeks of the date it was requested.)

5.9. Deprivation of Assets

- 5.9.1. If a person receiving care and support has deprived themselves of income, or of savings or other capital, in order to reduce their contribution (Deprivation of Assets), their contribution may be calculated as if they still possessed the assets disposed of.
- 5.9.2. Council staff and those acting on the Council's behalf will have regard to the detailed guidance on Deprivation of Assets set out in the Care and Support Statutory Guidance Annex E.

5.10. Welfare Benefits

- 5.10.1. Benefits advice will be offered as part of the Financial Assessment to ensure that people receiving care and support can claim all benefits they are entitled to.
- 5.10.2. Where help is given in applying for a benefit, the individual will be notified of the effect of the new benefit on their assessed contribution, which will be backdated to the date of award.

5.11. Independent Financial Advice

- 5.11.1. Advice will be given on the availability of independent financial information and advice to help people make financial choices appropriate to their own circumstances.

5.12. Payment of Contributions

- 5.13. Any contribution a person receiving care and support is required to pay will apply from the Saturday after their care and support (or Personal Budget) started. The Council will provide a written record of the Financial Assessment and any contribution payable before sending a first invoice.

- 5.13.1. The Council offers a range of methods to pay their contribution. Details of these methods are stated on the back of the bill sent to people receiving care and support each month, and include payment by:

- Debit and Credit Card Payments
- Telephone / Online banking
- Visiting the individual's bank
- Post
- Standing order
- Visiting My Council
- Pay Zone

5.14. Debt Recovery

- 5.14.1. Care and support will not be refused or withdrawn if someone does not pay their assessed contribution, or lodges an appeal against the assessed contribution. However, if someone does not pay their contribution either in full or in part and the invoice remains unpaid the Council's debt recovery procedures will be instigated. This may result in legal action and extra costs to the individual.

5.15. Reviewing a Financial Assessment

- 5.15.1. Because a person's financial circumstances can change, it will be necessary from time to time to re-assess their ability to contribute towards the cost of their care and support.
- 5.15.2. This will be done automatically on an annual basis, to take account of the annual increases in benefits and other incomes which take place each April.
- 5.15.3. However, a review may also be required if a person's financial circumstances have changed. The individual must inform the Council as soon as their financial circumstances change, as this may affect their assessed contribution.
- 5.15.4. The person receiving care and support may also request a review of their contribution at any time.
- 5.15.5. If a review of a person's Financial Assessment results in a change to the contribution they are required to pay, the revised contribution will apply from the Saturday after the change in circumstances that led to the review.

5.16. Treatment of Fractions in Financial Assessments

- 5.16.1. Any assessed contribution below £1.00 will not be charged. Fractions of a penny resulting from a Financial Assessment calculation will rounded up to be treated as a penny if that would be to someone's advantage, otherwise they will be disregarded.

6. Specific Rules on Charging for Care and Support in a Care Home

6.1. Financial Assessment Calculation

- 6.1.1. People whose assessed savings and other capital are more than the Upper Capital Limit set by the Department of Health will be required to pay the full cost of their care and support in a care home until their savings and other capital fall below the Upper Capital Limit.
- 6.1.2. People whose assessed savings and other capital are at or below the Upper Capital Limit will be required to pay an assessed contribution towards their care and support. This will be based on their income and savings and other capital, and will be calculated in accordance with the detailed guidance in the Care and Support Statutory Guidance Annexes B and C. Certain types of income and capital (Disregards) will be excluded from the Financial Assessment as detailed in the Care and Support Statutory Guidance. Appropriate expenses will also be taken into account, for example where the person needs to contribute towards the cost of maintaining their former home.
- 6.1.3. Special rules apply if a person's capital includes property they formerly occupied as their home (see section 6.3 on Property Disregards).

6.2. Personal Expenses Allowance

- 6.2.1. A person in a care home will generally contribute most of their income towards the cost of their care and support, although certain sources of income will be fully or partially disregarded as set out in Schedule 1 to the Care and Support (Charging and Assessment of Resources) Regulations and described in Annex B of the Care and Support Statutory Guidance.
- 6.2.2. The Department of Health specifies a level of assessed income an individual must be able to retain to spend on personal items and things that are not part of the care and support arrangements. This is known as the Personal Expenses Allowance. The Personal Expenses Allowance is defined in The Care and Support (Charging and Assessment of Resources) Regulations 2014.

6.2.3. Where a person in a care home has entered into a Deferred Payment Agreement, the Disposable Income Allowance will apply instead of the Personal Expenses Allowance (see section 6.4 on Deferred Payment Agreements).

6.3. **Property Disregards**

6.3.1. The value of any property owned by a person receiving care and support in a care home will normally be included in the Financial Assessment. However, in some circumstances set out in Schedule 2 to the Care and Support (Charging and Assessment of Resources) Regulations and described in Annex B described in Annex B of the Care and Support Statutory Guidance, the value of a property they formerly occupied as their home will be disregarded.

6.3.2. If the admission to the care home is on a short term basis, the value of a property they occupy as their home will be disregarded.

6.3.3. If the admission to the care home is on a permanent basis, the value of a property they formerly occupied as their home will normally be disregarded for the first 12 weeks after they entered the care home as a permanent resident. (If the property is sold during the 12-week period the disregard will end on the date of the sale.)

6.3.4. If the admission to the care home is on a permanent basis and someone else lives in the property they formerly occupied as their home, its value will be disregarded if that person is:

- Their spouse or partner, unless they are estranged or divorced (but if they are estranged or divorced, and the spouse or partner is a lone parent, the disregard will still apply)
- A relative who is:
 - Aged 60 or over
 - Aged 16 or under and is a child for whom they are responsible
 - Incapacitated (ie disabled), in which case there are no age limits

6.3.5. The Council has some limited discretion in special circumstances to disregard the value of a person's home when it considers it reasonable to do so, including where there is a sudden and unexpected change in their financial circumstances. This power will be balanced with the need to ensure that people with assets are not maintained at public expense.

6.4. **Deferred Payment Agreements**

6.4.1. Deferred Payment Agreements are available to help people who would otherwise have to sell their home to pay for their care and support in a care home.

6.4.2. Subject to adequate security and acceptance of the terms and conditions, the Council will offer a Deferred Payment Agreement if a person receiving care and support in a care home meets all three of the following conditions:

1. They are assessed as needing permanent residential / nursing home care
2. The value of their savings and other capital (excluding their home) is below the Upper Capital Limit set by the Department of Health
3. Their home is not disregarded in the Financial Assessment, eg because someone else lives there

6.4.3. The Council may also be able to offer a Deferred Payment Agreement if the person wishes to use the equity in their home to pay for a more expensive care home place.

6.4.4. If the individual qualifies for a Deferred Payment Agreement they must agree to a legal charge being placed on the property. This will be cleared once the amount owed to the Council is paid, usually when the property is sold.

6.4.5. Where a person in a care home has entered into a Deferred Payment Agreement, they will be entitled to retain income up to the Disposable Income Allowance set by the Department of Health in order to meet the additional costs related to insuring and maintaining the property. They may, however, choose to keep a lower amount.

6.4.6. The Council's policy on Deferred Payment Agreements is set out in Appendix 2.

6.5. Top-ups to Care Home Fees

6.5.1. When a person whose needs have been assessed as being best met in a care home is choosing a care home, the Council will ensure that they have at least one option that is affordable within their Personal Budget. However, they may choose an alternative home, including a more expensive setting, usually where a third party such as a relative or friend is willing and able to pay a Top-up for the additional cost. The person paying the Top-up must enter into a legally-binding agreement to pay the Top-up to the Council.

6.5.2. The Council may also be able to offer a Deferred Payment Agreement if the individual wishes to use the equity in their home to pay for a more expensive care home place.

6.5.3. The Council's policy on Top-ups to Care Home Fees is set out in Appendix 3.

6.6. Short Term Residential Stays

6.6.1. Where a person is receiving short term care and support in a care home, their Financial Assessment will be made on the same basis as if they were receiving permanent care and support in a care home. However, certain welfare benefits may be disregarded as income. The value of a property they occupy as their home will be disregarded, and allowance will be made for reasonable costs associated with ongoing upkeep and maintenance of the property.

7. Specific Rules on Charging for Care and Support at Home

7.1. Financial Assessment Calculation

7.1.1. People whose assessed savings and other capital are more than the Upper Capital Limit set by the Department of Health will be required to pay the full cost of their care and support at home until their savings and other capital fall below the Upper Capital Limit. 'At home' includes Extra Care Housing, Supported Living, Shared Lives and settings that are not residential or nursing care homes.

7.1.2. People whose assessed savings and other capital are at or below the Upper Capital Limit will be required to pay an assessed contribution towards their care and support. This will be based on their income and savings and other capital, and will be calculated in accordance with the detailed guidance in the Care and Support Statutory Guidance Annexes B and C. Certain types of income and capital (Disregards) will be excluded from the Financial Assessment as detailed in the Care and Support Statutory Guidance. Appropriate expenses will also be taken into account, including housing expenses and, where applicable, Disability Related Expenditure, the costs of special equipment and educational expenses.

7.2. Minimum Income Guarantee

7.2.1. Certain sources of income will be fully or partially disregarded as set out in Schedule 1 to the Care and Support (Charging and Assessment of Resources) Regulations and described in Annex B of the Care and Support Statutory Guidance. For people

receiving care and support at home these disregards specifically include Working Tax Credit (or the element of Universal Credit that relates to Working Tax Credit).

- 7.2.2. The Department of Health specifies an amount of assessed income that a person receiving care and support at home must be able to retain, after contributing to the cost of their care and support, in order to meet their daily living costs. This is known as the Minimum Income Guarantee. The Minimum Income Guarantee is defined in The Care and Support (Charging and Assessment of Resources) Regulations 2014, and is equal to the basic level of Income Support or Pension Guarantee Credit plus an additional 25% of that amount.

7.3. **Housing Expenses and Property**

- 7.3.1. The Financial Assessment will make allowance for the cost of household expenses, to ensure that the individual is able to cover housing costs before they are required to contribute towards the cost of their care and support. Allowances will depend on depending on housing tenure and circumstances, including:

- Rent net of housing benefits
- Mortgage net of income support or pension credit assistance, and life insurance payments made in respect of the mortgage amount
- Board and lodgings
- Council Tax net of Council Tax Benefit
- Building insurance (not including contents)
- Essential service charges and ground rent net of assistance funding
- Essential home maintenance (where this is not provided by a third party, eg landlord or Council). This may include maintenance required for the health and safety of the service user (eg electrical or heating system repairs).
- Payments under court order and other verifiable debts (eg child maintenance)

- 7.3.2. When an individual moves out of a property that they own and becomes an ordinary resident in alternative accommodation, the owned property will no longer be deemed their main home. The property will be regarded as capital for the purposes of the Financial Assessment:

- Permanent move:
The property will be treated as capital unless the individual is taking steps to sell. If the property is up for sale it will be disregarded for 6 months, or longer if good reason is given. The individual will be required to sign a legally binding agreement to pay the assessed contributions to the cost of their care and support once the property is sold or once their care ceases.
- Temporary move
The situation will be reviewed on a 6 monthly basis and after 52 weeks the property will be treated as a capital asset. However, this will be considered on a case by case basis.

7.4. **Disability Related Expenditure**

- 7.4.1. Where an individual's assessed income includes disability-related benefits, the Financial Assessment will allow them to keep enough benefit to pay for necessary Disability Related Expenditure to meet needs that are not being met as part of their care and support.

- 7.4.2. Disability Related Expenditure will be considered when:

- The additional cost is required to meet the person's specific need due to a condition or disability as identified in the assessment of their care and support needs

- The cost is reasonable and can be verified - receipts may be requested
 - It is not reasonable for a lower cost alternative item or service to be used
- 7.4.3. Appendix 4 contains a list of recognised Disability Related Expenditure items, and associated costs as a guide to calculating Disability Related Expenditure allowances in the Financial Assessment. These costs will be reviewed each year.
- 7.4.4. Disability Related Expenditure will not be allowed for:
- Any item or service met by a payment from a Budgeting Loan or where another funding source has been provided
 - The difference between the actual cost and the lower cost alternative where it is reasonable for the individual to use a lower cost alternative
 - General items or services required for daily living that would be used by people without disability
 - Structural or landscaping work (eg tree surgery, path laying or re-laying) in gardens or to buildings unless:
 - Disabled Facilities Grant contributions apply in respect of the works carried out
 - The individual uses a scooter or wheelchair and the modifications to the garden or building are essential to enable use of the scooter or wheelchair, or to provide secure storage for the scooter and the facility is used as such - in this case the amount will be calculated as if the modifications were equipment with a suitable life span applied
 - Exterior window cleaning
 - Care provided by a family member
- 7.4.5. Where an item of expenditure combines more than one element, those elements that meet the individual's specific need due to their disability or condition will be allowed. For example, hair washing would be allowed if the individual could not do this task themselves, but hair cutting would not be allowed as this is a service used by the general population.
- 7.4.6. If more than one person lives in the individual's home the additional costs relating to a disability or condition will be shared between the occupants whose needs contribute to the additional costs. For example, if the cost of providing domestic assistance or gardening was assessed as an allowable Disability Related Expenditure, this cost may be attributed to all of the adult occupants of the individual's home.

7.5. **Special Equipment**

- 7.5.1. The cost of special equipment (eg stair lifts) will be allowed if they meet the individual's specific need due to a disability or condition.
- 7.5.2. The amount allowed will be based on the life span of the equipment and the purchase price paid, where this is reasonable. This will not be allowed if the purchase is funded by a Disabled Facilities Grant or where another funding source has been provided.
- 7.5.3. Maintenance and repair costs for special equipment will also be allowed if the equipment meets the individual's specific need due to a disability or condition. The weekly amount allowed will be the annual cost divided by 52 weeks.

7.6. **Educational Expenses**

- 7.6.1. Where the individual has extra expenses associated with their education, the Council will make an allowance for this in the Financial Assessment. The allowance is

related to costs associated with a registered education or training course at a University or College. It is calculated in a similar way to DRE, where expenses are apportioned across the year, and a weekly allowance is calculated. Allowable expenses include tuition and study materials (e.g. text books) and may include tools required for an apprentice, where the service user has to pay for them. This means that if a student spent £20 per week towards their education or training, the Council would make an allowance in the Financial Assessment for this cost. Individuals should retain receipts of educational expenses as proof.

7.7. Verification of Expenses

- 7.7.1. The individual may be asked to provide receipts for expenses claimed. If receipts have not been kept, they will be asked to provide receipts of future expenses.
- 7.7.2. If the individual does not provide receipts, despite requests to do so, the Council may decide that the expense should not be allowed.

8. Appeals

8.1. Overview

- 8.1.1. The Council aims to ensure all contributions towards the cost of care and support are fair and equitable.
- 8.1.2. The Council acknowledges that at times, some people receiving care and support may experience difficulties or exceptional circumstances, which should be considered on an individual basis, and treated with dignity and respect. To ensure individuals are provided with an opportunity to have their own circumstances considered, the Council offers two ways they can formally request that their assessed contribution is reconsidered, through:

- Appeals, or
- Waivers

8.2. Appeals

- 8.2.1. If a person receiving care and support believes they cannot reasonably afford to pay the full amount of their assessed contribution, they can use the Council's Adult Social Care Contributions Appeals Procedure to make an appeal.
- 8.2.2. Further information on appeals, and details of how to access the appeals process, are available on the Council's website: [Adult Social Care Feedback & Complaints \[Link to be added\]](#).

8.3. Waivers

- 8.3.1. Waivers should not be confused with Write Offs; they are quite a separate entity.
- 8.3.2. Requests for waivers can only be made following a contributions assessment. A waiver is a request to set aside the assessed contribution for a fixed period prior to any invoices being raised. A waiver will only be issued in exceptional circumstances, where to raise a contribution would have a detrimental impact on the individual or others. A waiver prevents the creation of Debtor Accounts that would otherwise arise and possibly lead to client debt.
- 8.3.3. Further details of the waivers procedure can be found in the Council's *[Fairer] Contributions Appeals Procedure*

8.4. Write Offs

- 8.4.1. Requests for writing off any individual debt need to follow the Slough Borough Council Financial Procedure Rules.

9. Complaints

- 9.1. If a person receiving care and support is dissatisfied with the way that they have been treated during the Financial Assessment process, or with the service that they receive, they have the right to make a complaint, evidencing why they are dissatisfied. Adult Social Care Services has a statutory complaints process to ensure that services users' views and concerns are considered and dealt with appropriately and that the Council holds itself accountable to the highest standards.
- 9.2. Details of how to access the complaints process are included in the information pack that is given to all individuals applying/receiving social care services, and available on the Council's website: [Adult Social Care Feedback & Complaints](#).

10. Privacy

- 10.1. Information will be collected to enable the calculation of contributions relating to services provided and assessment of welfare benefit entitlement. In accordance with the Data Protection Act 1998, this information will only be shared with other relevant people and agencies in accordance with the data protection principles or with the written consent of the individual or their legally appointed representative.
- 10.2. An individual has the right to request to view their personal information held by the Council at any stage.

11. Equality Impact

- 11.1. An equality impact assessment has been undertaken for the Council's Contributions Policy to ensure that all individuals are considered equally and there is no adverse impact on any group of people within the community due to race, ethnicity, gender, disability, sexuality or age. This policy has specific measures in place to ensure that disabled people are treated equally to non-disabled people in relation to service charges and this policy has been assessed as compliant with Anti Discrimination regulations.

12. Reviewing the Contributions Policy

- 12.1. This policy will be reviewed annually prior to the commencement of each new financial year. The annual review will ensure all rates and amounts are consistent with inflation or other relevant changes, which may occur. The Council will consult the community on such changes through its annual budget consultation.
- 12.2. Authority to vary the policy is set out in Appendix 6.

Appendix 1: Slough Borough Council Charge Rates 2015-16

Hourly rate chargeable for home care:	£18.00 per hour
Maximum weekly charge:	Hours of support x charge rate of service
Minimum assessed contribution:	£1.00 per week
Daily rate for day care services:	£39.50 per day
Weekly rate chargeable for telecare:	£4.50 per week

Capital Limits (set by the Department of Health):

Lower Capital Limit:	£14,250
Upper Capital Limit	£23,250

Level of Savings and Other Capital	Financial Assessment Calculation
£0 - £14,249	Disregarded
£14,250 - £23,249	Tariff Income: £1 for every complete £250, or part £250
£23,250 +	Care and support fully chargeable

Appendix 2: Deferred Payment Agreements

1. The purpose of Deferred Payment Agreements

- 1.1. The universal Deferred Payment Agreements (DPA) scheme has been introduced with the aim that people should not be forced to sell their home in their lifetime to pay for their care. A DPA is a loan secured by a legal charge against the property, through which a person can defer paying the costs of their care until a later date. This can delay the need to sell their home as they make the transition into care.

2. Who is entitled to a DPA?

- 2.1. Subject to adequate security (see below) and acceptance of terms and conditions, Slough will offer a DPA where a person meets all three of the following criteria at the point of applying for a DPA:
- The care planning process has determined that they have eligible needs that are best met in a care home, or in supported living accommodation (including extra care housing)
 - The value of their assets, excluding their home, is below the Upper Capital Limit set in regulations by the Department of Health
 - Their home is not disregarded for purposes of Financial Assessment, eg because a spouse or dependent relative as defined in the regulations is living there.
- 2.2. Entitlement to a DPA applies equally to people whose care is wholly or partly council-funded and to people who fund the costs of their own care.
- 2.3. Slough may, at its discretion, offer a discretionary DPA, subject to adequate security (see below on security) and acceptance of terms and conditions, where:
- A person is marginally above the upper threshold, or
 - Paying for care would leave them with limited realisable assets, or
 - A person wishes to use the equity in their home to pay for Top-ups as set out in the Council's policy on choice of accommodation and additional payments, subject to evidence that the Top-up arrangement is sustainable (see below on sustainability).

3. What can the DPA be used to pay for?

- 3.1. DPAs are intended to pay for the costs of care and cannot be used for any other purpose. The costs of care include:
- Care home fees
 - Support and rental costs in supported living accommodation
 - Any administration fees and other disbursements Slough may add to the amount deferred (see below on interest and charges)
- 3.2. A DPA cannot be used to pay for additional services that a care home may offer residents. Nor can it be used to pay for mortgage payments in respect of supported living accommodation.

4. How much can be deferred?

- 4.1. The maximum amount that can be deferred is the Equity Limit. This will be calculated using the following formula:

Value of property
less 10%
less the Lower Capital Limit set in regulations by the Department of Health
less any other charges on the property

- 4.2. To determine the value of the property, Slough will obtain a valuation, the cost of which will be added to the deferred amount unless the person has agreed to pay this separately. The person who has applied for the DPA may, if they wish, obtain an independent valuation. If an independent assessment finds a value substantially different to the Council's valuation, an appropriate valuation will be agreed before proceeding with the DPA.
- 4.3. Normally, a person will be able to defer up to the full amount they are paying for their care. They are not obliged to defer the full amount, and may choose to defer less than this if they wish to pay some of the costs from their income or savings.
- 4.4. However, where a person intends to use a DPA to pay for a Top-up, Slough reserves the right to limit the amount that can be deferred, if it deems that is necessary to ensure that the DPA is sustainable (see below). In these circumstances, the amount a person can defer would not be less than the 'core' cost of care, ie without the Top-up.

5. Sustainability

- 5.1. In considering a request for a discretionary DPA, Slough will consider with the person the sustainability of the proposed arrangement. Among the factors that will be considered are:
- the likely period the person would want the DPA for
 - the equity available
 - the period of time they would be able to defer their care costs for - when they would reach the 'equity limit'
 - when they might reach the threshold for help with their care costs
 - the sustainability of their contributions from other sources
 - the flexibility to meet future care needs - how their needs and possibly the costs of care might change, and how increased costs would be funded.

6. Effect of DPA on Financial Assessment

- 6.1. While a DPA is in effect the maximum Disposable Income Allowance used in a person's Financial Assessment will be £144 per week. They may, however, choose to keep a lower amount.
- 6.2. Slough will have regard to reasonable costs such as insurance and property maintenance when carrying out a Financial Assessment.

7. Security

- 7.1. Slough will accept the following forms of security:
- A first legal charge on the property on the Land Register
- 7.2. Slough may at its discretion accept other forms of security, including:

- A third-party guarantor, subject to the guarantor providing an appropriate form of security
 - Assignment of life assurance policy
- 7.3. In considering other forms of security, Slough will consider each case on its merits.
- 7.4. Where an asset offered as security is jointly-owned, both owners' consent to the charge will be required. Both owners will be signatories to the charge agreement and must agree not to object to the sale of the property for the purpose of repaying the debt due to the Council. Where another party has a beneficial interest in the asset offered as security, similar consent will be required.
- 7.5. Slough will arrange for the security to be revalued when deferral reaches 50% of its most recent valuation, and the cost of this will be added to the deferred amount unless the person has agreed to pay this separately.

8. Interest and charges

- 8.1. Compound interest will be charged on the deferred amount including administration fees and other charges that have been added to the deferred amount until the debt is repaid. Interest will continue to accrue even when the 'equity limit' has been reached.
- 8.2. Interest will be charged at a variable rate in line with the National Maximum Interest, which is normally reviewed 6-monthly. Slough will set out in writing the initial rate of interest and will also inform the person in writing if the rate of interest changes.
- 8.3. If Slough pursues outstanding debts through the County Court, interest will accrue on debts at the County Court rate.
- 8.4. Slough will charge an administration fee for setting up the loan. This will be at a flat rate, which will be reviewed annually and published along with all other fees and charges. It will also charge other reasonable one-time fees during the course of the agreement, including but not limited to:
- Valuation and re-valuation fees
 - Land Registry charges and associated costs
 - Removal of charges
- 8.5. Slough also reserves the right to recover costs associated with pursuing debt through the Court.

9. Making the DPA

- 9.1. Once an agreement in principle has been reached, Slough will issue a hard copy of a contract. The person requesting the DPA will have 30 days to consider and raise any questions about the terms of the contract.

10. Mental Capacity

- 10.1. Slough will assure itself that the person requesting the DPA has the requisite mental capacity to enter into such an agreement.
- 10.2. Where a person who lacks capacity has either a Finance and Property Attorney or a Deputy, evidence of this will be required before the representative can sign the DPA on the person's behalf.
- 10.3. Where the person who lacks capacity is unrepresented, an application must be made to the Court of Protection:

- A family member willing to take up the role may make a Deputyship
- In the absence of such a candidate an application may be made for a Panel Deputy to be appointed
- Slough may take the view that it will apply for Deputyship, depending on the Council's resources and the composition and value of the person's assets

11. While the DPA is in place

11.1. Slough will:

- Provide statements 6-monthly or on 28 days' notice
- Include any interest or fees to be deferred when calculating progress towards the equity limit
- Reassess the value of security when 50% is reached
- Review the arrangement with the individual if the amount deferred reaches 70% of the value of the security.

11.2. The person who has agreed to the DPA must:

- If contributing to the costs of care, tell the Council of changes in income or savings
- Tell the Council about relevant changes in care and support needs
- If there is a disregard in their Financial Assessment, tell the Council of a change in circumstances that would affect this
- Ensure appropriate maintenance and insurance arrangements, and provide the Council with details of these
- Obtain the Council's consent for anyone to move into the property
- Tell the Council if they intend to sell the property and when it is sold
- Tell the Council if they, or someone acting on their behalf, intend to repay the full amount due.

12. Cessation of deferrals

12.1. In the event that:

- The person becomes eligible for council-funded care, either because of depletion of assets or because of a property disregard
- No longer needs to be in a care home or supported living
- They breach predefined terms and conditions

Slough reserves the right to stop deferring costs. Slough will give 30 days' notice of its intention to stop deferring costs, but will not demand repayment.

12.2. Slough will stop deferring costs, but interest and administration charges can still be deferred:

- When the person reaches the equity limit, or
- Is no longer in a care home or supported living.

13. Termination of the DPA

- 13.1. A DPA may be terminated in three ways:
- When the property (or form of security) is sold and the Council is repaid
 - At any time by the individual, or someone acting on their behalf, by repaying the full amount due (this can happen during a person's lifetime or when the agreement is terminated through the DPA holder's death)
 - When the person dies and the amount is repaid to the LA from their estate.
- 13.2. On termination, the full amount due (including care costs, any interest accrued and any administration fees and other disbursements) must be paid to the Council. Responsibility for arranging for repayment of the amount due (in the case of payment from the estate) falls to the executor of the will.
- 13.3. If the person decides to sell their home, they must tell the Council in writing of their intention, and when the property is sold. They will be required to pay the amount due to the Council from the proceeds of the sale, and Slough will relinquish the charge on their property.
- 13.4. If the person, or someone acting on their behalf, decides to repay the full amount due, they must tell the Council of their intention in writing. Slough will relinquish the charge on the property on receipt of the full amount due.
- 13.5. If the deferred payment is terminated due to the person's death, the amount due to the Council must be either paid out of the estate or paid by a third party. If the person's executor, family, or a third party wish to settle the debt by other means Slough will accept an alternative means of payment provided this payment covers the full amount due. Slough will wait 2 weeks from death before requesting repayment. After 90 days, when repayment falls due, Slough reserves the right to take active steps to recover.
- 13.6. Interest will continue to accrue on the amount owed to the local authority after the individual's death and until the amount due to the local authority is repaid in full.

Appendix 3: Top-ups to Care Home Fees

1. Introduction

- 1.1. Where the care planning process determines that a person's needs are best met in a care home, the Care and Support and After-care (Choice of Accommodation) Regulations 2014 require the Council to provide for the person's preferred choice of accommodation, subject to certain conditions.
- 1.2. Slough will ensure that a person has genuine choice and that at least one option is available and affordable within their personal budget. However, they must also be able to choose alternative options, including a more expensive setting, where a third party (or in certain limited circumstances the person themselves) is willing and able to pay a Top-up for the additional cost.

2. Additional Costs (Top-up Payments)

- 2.1. If an individual chooses a setting that is more expensive than the personal budget, a statement will be issued setting out how the difference between the personal budget and the actual cost will be met.
- 2.2. In most cases, a third party will need to agree to pay the additional cost (Top-up). A person may pay their own Top-up only in the following circumstances:
 - where their home is subject to a twelve-week property disregard
 - where they have entered into a Deferred Payment Agreement with Slough (NB: there is not a legal entitlement to a DPA for Top-up payments, but Slough will endeavour to agree such arrangements subject to adequate security)
 - where the accommodation being offered is funded under section 117 of the Mental Health Act 1983 but not to their liking and they can find accommodation they prefer and pay the difference in cost.
- 2.3. In these cases, having made sure that the individual understands the full implications of this choice, that the person paying the Top-up is willing and able to meet the additional cost for the likely duration of the arrangement, Slough will contract with the provider for the full cost of the arrangement.
- 2.4. Slough will require the person paying the Top-up to enter into a legally-binding agreement to pay the Top-up to the Council at the frequency set out in the agreement. The agreement will cover:
 - the additional amount to be paid
 - the amount specified for the accommodation in the personal budget
 - the frequency of the payments
 - the payments are to be made to Slough Borough Council
 - the provisions for reviewing the agreement
 - the consequences of ceasing to make payments
 - how any increases in the charges the provider may make will be dealt with
 - how any changes in the financial circumstances of the person paying the Top-up will be dealt with

3. The Amount to be Paid

- 3.1. The amount of the Top-up will be the difference between the actual costs of the chosen provision and the amount set in the personal budget (see above).

4. Frequency of Payment

- 4.1. Payments will normally need to be made on a monthly basis.

5. Reviewing the Agreement

- 5.1. Top-up agreements will normally be reviewed on an annual basis. However, other events may arise, eg as part of the care planning process, that would prompt a review of the Top-up arrangements.

6. Consequences of Ceasing to Make Payments

- 6.1. If the person who has agreed to pay the Top-up ceases to make payments, Slough will take appropriate steps to recover the payments due wherever possible. If agreement cannot be reached, Slough will pursue outstanding debts through the County Court, and reserves the right to recover costs associated with pursuing debt through the Court.
- 6.2. Interest will accrue on debts at the national maximum interest rate. If County Court proceedings ensue, interest will then accrue at the County Court rate.
- 6.3. If payments are not maintained, the individual for whose care the Top-up is due may be moved to an alternative accommodation that would be suitable to meet their needs and affordable within the personal limit.

7. Changes in Provider Charges

- 7.1. Slough will negotiate price changes with the provider as part of its normal contract management process, and will seek to keep any increase in charges to the lowest appropriate level.
- 7.2. However, there is no guarantee that cost increases will automatically be shared evenly should the provider's costs rise more quickly than the amount Slough would have increased the personal budget. Cases will be considered on an individual basis.

8. Changes in Financial Circumstances

- 8.1. Slough will consider sympathetically genuine unforeseen changes in financial circumstances. The person who has agreed to pay the Top-up must contact Slough in writing as soon as their circumstances change, or they become aware that their circumstances will change (eg by notice of redundancy).

Appendix 4: Disability Related Expenditure 2015-16

Additional Heating Allowances	
When assessing whether the user has higher than average heating costs the calculation should be based on the last 4 quarters actual usage either taken from their bills or from the utility supplier. Need to consider whether others in the household have disability and/or circumstances which contribute towards the higher than average costs. Establish the need for additional heating, the annual costs subtracted from the average	
	AVERAGE COSTS
<i>Refer to the usage table and allow difference divided by the number of people in the household.</i>	
Single people in flats and terraced housing.	£1,203.00
Couples in flats and terraced housing.	£1,587.00
Single people in semi-detached housing.	£1,278.00
Couples in semi-detached housing.	£1,684.00
Single people in detached housing.	£1,555.00
Couples in detached housing.	£2,049.00

Specialist washing powder or laundry for incontinent or bed bound clients	
Ascertain the number of weekly loads for the client and where it is undertaken.	Disregard the first 3 loads.
Allow £1 per load of incontinent laundry in excess of 3 loads. (For washing at home)	Maximum of £3 per week.
Washing at the launderette (incontinent laundry disregard the 1st load.)	Maximum of £5 per load up to £10 per week with receipts.
Commercial laundry service for incontinent laundry.	Allow in excess of £3 up to a maximum of £10 with receipts.
The Community laundry service provided by Home Care at a subsidised cost.	No allowance.

Additional Bedding costs due to incontinence or bed bound clients	
This includes sheeting, duvets, blankets and waterproof covers for the bed, Incontinence pads and Kylie sheets not included as supplied by Health, refer to GP for Incontinence Adviser.	
Ascertain the amount and type of usage that is over and above the norm.	Disregard the first set of bedding and ask for receipts.
Ask for receipts of purchase which demonstrate the amount of expenditure.	Allow a maximum of £75 per year.

Special clothing and footwear due to disability and/or due to abnormal wear and tear	
Special shoes and/ or slippers; must have a medical/ disability that require footwear to be built	Disregard the first 3 pairs or shoes and slippers and 1st £75
Not covered by Health which are more expensive than normal shoes or need to be replaced due to wear and tear more frequently.	Allow a maximum of £75 per year. Ask for receipts and confirm if necessary with GP.
Establish why there is a disability need for additional clothing over and above the norm	Ask for receipts, disregard the first £200, divide by 52 to find the weekly allowance and allow a maximum of £5 per week.

Special dietary costs	
Establish what the medical condition is that requires a special diet and that it has been recommended by	Allow the difference up to a maximum of £5 per week.

a dietician, seek agreement to get confirmation to establish the need.	
Establish that the diet is more expensive than a normal and what the difference is.	

Private cleaner or domestic help	
Not allowed as expenditure if already provided by SS.	
Establish that there is a need for cleaning as part of the care package and that there is no other person in the household who could reasonably carry this out. Example health reasons or stress on a carer who is providing a substantial amount of care.	Cost divided by number of adults unless service is solely provided to service user; example rooms only used by client.
Establish that it is a formal arrangement which is properly receipted and not provided by a relative or member of the same household.	Allow a maximum of £7 per week.

Gardening	
Allowance for basic tidying of garden over the year.	
Establish that there is a need for cleaning as part of the care package and that there is no other person in the household who could reasonably carry this out. Example health reasons or stress on a carer who is providing a substantial amount of care.	Cost divided by number of adults unless service is solely provided to service user; example rooms only used by client.
Establish that it is a formal arrangement which is properly receipted and not provided by a relative or member of the same household.	Allow a maximum of £7 per week.

Alarm scheme	
If in SBC property and in receipt of HB free. Allow SBC Careline scheme or other equivalent scheme.	Careline = £4.50 per week.

Purchase of disability related equipment	
Disability related equipment is that specifically bought due to the user's disability and that enables them to be more independent or assist the carer to manage their care.	See DoH Guidance for types of equipment and mobility aids.
If user in receipt of DLA Mobility Allowance	No allowance for mobility aids, cars, scooters, wheelchairs etc.
Ascertain equipment specifically bought for service user over preceding year. Ask for receipts. Examples of equipment are; Stair lifts, electric scooters/wheelchairs/hospital beds/ recliner chairs	Large items allow over the lifetime of the equipment and divide by the number of years then annualised.
Smaller infrequently bought items in the preceding year such as telephones with big buttons special feeding aids, Zimmer frames not provided by health.	Allow over one year; receipts are required after first assessment. Receipts should be provided as proof of purchase.
Equipment replacement is allowed due to disability and not furnishing replaced due to wear and tear	Credit agreement or hire of disability equipment allow payments.

Service agreement for equipment	
Check that contract is still valid and payments are being made for service user's equipment.	Allow the amount that the service user is paying divided by 52.

Privately arranged care

Allow for privately arranged care that is assessed as a need in the client's care plan and is a formal arrangement. Excludes payments to relatives and members of the same household.	Allow the amount for care that is invoiced and agrees with the care plan
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<i>Privately arranged respite or holidays that have additional disability costs</i>	
Respite schemes are designed to provide a short term break for dependent people with illnesses or disability and their carers.	
	No allowance is made respite provided by SBC as subsidised.
Care is provided for a specified period and can be in a residential home or the user's own home.	Ask for receipts. Maximum of 2 weeks per year up to £1000.
Allowance maybe made for the additional costs of a holiday due to the user's disability which may include costs of an attendant excluding food and/or the additional costs of the provision of disability facilities. In order to establish the higher costs receipts must be provided.	Establish the additional costs by breaking carer's costs and the cost of disability facilities. Max 2 weeks per year up to £1000.

<i>Transport costs</i>	
If user is in receipt of DLA mobility allowance	DLA mobility covers travel costs, no allowance to be made.
Establish travel costs and whether the user could use cheaper forms of transport such as Hospital transport, buses, Out and About or the Private car scheme.	Out and About £10 per year and £3 per round trip. Ask for receipts
Allow hospital transport if either unavailable or client is unable to use due to disability, dementia.	Taxi fares only allowed where no other transport is available and is receipted.

Appendix 5: Home Reversion Scheme

The most common form of Equity Release Scheme is a Home Reversion Scheme (HRS), where a home owner will transfer the ownership of all or part of their home to a commercial or 'not for profit' organisation. Depending on the terms of the HRS, the funds released may be paid to the home owner in full on the date of the transfer, or may be translated into an annuity, or a combination of these.

Where a HRS results in the home owner receiving an annuity or where payments are made by instalments be they for life or for a fixed period, then all such payments will be treated as income, unless any of the following provisions apply:

- Where certain detailed conditions set out in Annex C of Care and Support Statutory Guidance (October 2014) relating to annuities are met, then specified amounts comprised within the gross income from the annuity can be disregarded, namely, the component of the gross income which represents the weekly amount of interest on the loan (net or gross of income tax, where applicable);
- Where any part of the income or capital derived from a HRS is used to fund capital developments or disability related works to the property in question, the income so used may be disregarded from the charge calculation. The service user must produce evidence to this effect in order to claim such a disregard;
- Where the released funds are paid in instalments the total value of all the instalments outstanding will be added to the total value of all other savings held by the service user. If this total exceeds the current upper capital limit, the instalments will be treated as income and taken into account over a period equivalent to that which it represents, e.g. a payment due to be made calendar monthly is taken into account for a calendar month; and
- If this total is less than the current upper capital limit, each instalment will be treated as capital.

Appendix 6: Roles and Responsibilities

1. Roles

1.1. Financial Assessment and Benefits Officers

- undertake Financial Assessment and benefits check to calculate level of contribution towards services provided by Adult Social Care Services.

1.2. Quality and Controls Manager, Benefits Service

- review assessments undertaken by officers, including all appeals against assessed contributions

1.3. Social Workers

- work with customers to develop support plans, taking account of the personal budget allocation and the contributions payable by customers towards meeting their support needs

1.4. Assistant Operations Manager

- consider risk assessment where customers lodge an appeal for their assessed contributions to be reviewed. Will request contribution waiver where appropriate.

1.5. Head of Service

- review request for contribution waiver and take decision. Report contribution waivers on a monthly basis.

1.6. Acting Director Adult Social Services

- monitor contribution waivers by department

2. Authority to Vary the Contributions Policy

2.1. Approval of Slough Borough Council's Cabinet is required to any extension or restriction of the scope of the Contributions Policy.

2.2. Changes to charge rates will be consulted on as part of the annual budget consultation process, and reported to Cabinet and Council as part of the annual budget approval process.

2.3. Wellbeing Senior Management Team have delegated authority to otherwise vary the Contributions Policy.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 19th October 2015

CONTACT OFFICER: Craig Brewin, Head of Care Group Commissioning
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WARD(S): All

PORTFOLIO: Commissioner for Health & Wellbeing, Councillor Hussain

PART I
KEY DECISION**SLOUGH DRUG & ALCOHOL ACTION TEAM (DAAT) SERVICES**
PROCUREMENT**1 Purpose of Report**

To explain and justify the recommendations regarding the proposal to award contracts for the supply of substance misuse services in Slough.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) That a contract be awarded for six months from 1st April 2016 to Turning Point to deliver the following services;
- LASAR (Local Area Single Assessment and Referral Team), Early Intervention and Harm Minimisation Service; this is delivered by Turning Point.
- (b) That a contract be awarded for six months from 1st April 2016 to CRI to deliver the following services;
- Psychosocial interventions
 - Clinical Co-ordination
 - Intensive Engagement for Substance Misusing Parents
- (c) The initial six month contract will be subject to the progression of the transformation of substance misuse services. Should the transformation process exceed the initial period that there is an option to extend for up to six months, with a three month notice period.
- (d) That if a further six month extension be required under (c), the Director of Adult Social Care be given delegated authority to extend the contract, following consultation with the

Commissioner for Health and Wellbeing and the Leader of the Council & Commissioner for Finance & Strategy.

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

The services deliver aspects of the Slough Joint Wellbeing Strategy, JSNA and the Five Year Plan priorities and cross cutting themes including civic responsibility.

3a. **Slough Joint Wellbeing Strategy Priorities**

Priorities:

Health

Slough treatment service contributes to the SJWS aims and priorities;

- Reduce drug and alcohol misuse and their impact on domestic abuse and violent crime
- Ensure good recovery outcomes from drugs and alcohol services

This is achieved by engaging individuals who use substances problematically into treatment, and once engaged, retaining them in the service to enable change. The service works towards successful completions and reducing the number of individuals who re-present to the service.

Safer Slough

Slough treatment services contribute to the SWJS aims and priorities;

- Reduce crime, the fear and perception of crime, anti-social behaviour and substance misuse

This is achieved by partnership working with criminal justice agencies including the police, probation and the prisons. By ensuring the pathways are robust, the service enables substance misusing offender's straightforward access into treatment.

Cross-Cutting themes:

Slough treatment services encourage service users to take ownership for their own health and wellbeing. Through this work, the services reduce inequalities by enabling fair access for a hard to reach group who often do not have positive perceptions of publically provided services. The services that we deliver are of consistently high quality to ensure positive outcomes for substance misusing residents.

Improving the image of the town

Turning Point is commissioned to deliver an outreach service, which often works in partnership with the Police to engage those hard to reach residents who are contributing to negative perceptions of the town. By engaging them in a structured treatment system, they are supported by diversionary activities and thus contributing to reducing their negative impact.

CRI is commissioned to deliver a service, which includes work with service users with complex needs. The service also works in partnership with local pharmacies to engage those hard to reach residents who are contributing to negative perceptions of the town. By engaging them in a structured treatment system (and encouraging them to stay within the services), they are supported by diversionary activities and thus contributing to reducing their negative impact.

MAIN SUBSTANCE	DESCRIPTION	n. / %
Alcohol	No. of service users in effective treatment	91%
	Demographics. Of our service users:	93% are over 30 years old.
		68% are male
		57% are British
		23% live with children
	Hospital adm. with alcohol related diagnosis	2052 male and 1013 female per 100,000 population
	Hospital adm. with alcohol specific diagnosis	570 male and 192 female per 100,000 population
	Alcohol related death rate	60.4 male and 27.5 female per 100,000 population
Alcohol specific death rate	17.1 male and 3.9 female per 100,000 population	
	Alcohol related crime	700 crimes (TVP 5,000 total)
Drugs	No. of estimated drug users in treatment	436 of the estimated 1066- 41%
	Demographics. Of our service users:	57.3% 35-64 years old
		77.9% are male
		67.4% are British
		48% are parents and 19% live with children
	Number injecting at start of treatment	14% (with a further 10% previously injected)
	Hep B test and Hep C test provision	100% of service users offered Hep B vaccination
		100% of service users offered a Hep C test
	Needle Exchange scheme	500 packs+ issued
		30% approx of packs issued were steroid packs
Successful completions (and did not re-present in 6 months)	11.4%	

3b Five Year Plan Outcomes

The outcomes are:

Slough will be one of the safest places in the Thames Valley

Slough treatment services contribute to the outcomes of the five year plan by;

- Working in partnership with criminal justice agencies such as the police, probation and the prisons to support substance misusing offenders into treatment
- By stabilising substance misusing offenders into treatment, the services reduce the risks around their offending

More people will take responsibility and manage their own health, care and support needs

Slough treatment services contribute to the outcomes of the five year plan by;

- Those accessing treatment, must consent throughout their treatment journey, for example consenting to a referral
- The individual treatment plans are determined in partnership with the service user, their recovery worker and other relevant agencies involved
- Providing service users with information to enable them to gain a holistic understanding of the harm their use causes to their health and wellbeing
- An opportunity to access health clinics within the treatment service around; Blood Borne virus's, vaccinations and testing, sexual health and smoking cessation
- To encourage and facilitate service users to build their own recovery capital to enable them to be responsible and manage their own recovery.

Children and young people in Slough will be healthy, resilient and have positive life chances

Slough treatment services contribute to the outcomes of the five year plan by;

- Turning Point, by delivering the Young People's Service to enable this group to address their use of substances and build resilience to reduce the likelihood of them requiring specialist substance misuse services as an adult
- Turning Point by delivering the 'What About Me' group to children and young people affected by someone else's substance misuse encourages positive lifestyle choices.
- CRI by delivering the Family Intensive Engagement Service
- The service works with families who have substance misuse issues to motivate them and provide opportunities for change
- The intervention has the opportunity to provide resilience to children and young people and contribute to them having positive life chances.

The Council's income and the value of its assets will be maximised

- The DAAT identified and implemented 14.6% of savings in year for 15_16
- Slough Treatment Services have a Performance Related Payment which is 5% of the contract value.

4 **Other Implications**

(a) Financial

There are no financial implications of the proposed actions as the contract value will remain unchanged.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal Procurement has to be seen to be in accordance with Public Procurement Regulations 2015 and the Council's Constitution and Financial Procedure Rules	Crown Commercial Service guidance has been followed and legal advice has been sought.	To retender later in 2016 following development of Slough's procurement approach under the new light touch requirements.
Property The lease on our current accommodation ends in June 2016.	Currently identifying under utilised council accommodation.	To relocate and reassess current working practices. Including Smart working.
Human Rights None.	None.	None.
Health and Safety None.	None.	None.
Employment Issues None.	None.	None.
Equalities Issues None.	None.	None.
Community Support	Consultation with key stakeholder including the service users and providers.	Improve opportunities for coproduction.
Communications None.	None.	None.
Community Safety Increased fear and perceptions of crime,	To commission the service to support partner agencies to	Further development of interventions to achieve the

Anti Social Behaviour and substance misuse.	deliver against these priorities.	outcomes.
Financial Further reductions to the DAAT budget, whilst being committed to a long term contract.	Delay retender until at late 2016.	Will enable the DAAT to plan future services within new financial constraints, which will improve joint working and improve the social value of the services.
Timetable for delivery None.	None.	None.
Project Capacity None.	None.	None.
Other National Drug Strategy will potentially be amended which would change the focus of service delivery.	Seek advice from Public Health Programme Manager.	The DAAT will have a clearer understanding relating to the National Drug Strategy and will be able to plan future services in line with this.

(c) Human Rights Act and Other Legal Implications

Procurement regulations

Turning Point

The services to be procured under the proposed contract are services classified as “Social and other Specific Services” within Schedule 3 to the Public Procurement Regulations 2015 and, ordinarily, would need to be procured in accordance with the procedure dubbed the “light touch regime “ prescribed by Regulations 74 to 77 of those regulations. That regime, however only applies to contracts with a financial value in excess of 750,000 Euros (£625, 050.00). The financial value of the contract in this case does not exceed that threshold and it is not, therefore, subject to those regulations and can thus be awarded by the Council by direct award. The value does, however, exceed the Council’s threshold for “Key decisions” and the Council’s threshold for contracts requiring competitive tendering under the Constitution and the proposed direct award of the contract, for the reasons set out below, does, therefore, require the authority of cabinet.

CRI

This is a contract for: Clinical co-ordination; Psycho-social Interventions; and Intensive Engagement for Substance Misusing Parents and

Complex Adults. The service falls within the category of “Social and Other Specific Services” within Schedule 3 to the Public Procurement Regulations 2015 and as, the value of the proposed contract is in excess of the threshold of 750,000 Euros (£625,050.00) prescribed by Regulation 5 of those regulations, it is covered by the Light Touch Regime set out in Regulations 74 to 77 and thus needs to be procured in accordance with them.

The value of the proposed contract also exceeds the Council’s threshold for “Key Decisions” and the Council’s threshold for competitive tendering and therefore the proposed direct award of the contract, for the reasons set out below, requires the authority of cabinet.

Regulation 75(1) of the Public Contracts Regulations 2015 ordinarily requires such a contract to be procured following publication of its intention to award the contract and a call for expressions of interest. Regulation 75(2), however, allows for a direct award without prior publication in circumstances where this is permitted under Regulation 32. Regulation 32(2)(c) provides for this to be permissible:

‘insofar as is strictly necessary where, for reasons of extreme urgency brought about by events unforeseeable by the contracting authority, the time limits for the open or restricted procedures or competitive procedures with negotiation cannot be complied with’.

Cabinet’s authority for a direct award, for the reasons set out in Section 5 below, is therefore requested in reliance upon this provision.

(d) Equalities Impact Assessment

The service is inclusive to all people with substance misuse problems seeking help. The positive impacts are: improved visibility and accessibility, simpler referral and access routes through a single point of entry, and better co-ordination at the tiers of dependency.

There is no identified need for the completion of an Equalities Impact Assessment.

(e) Workforce

If the recommendation is agreed, there are no workforce implications.

(f) Property

Please refer to Accommodation in the Supporting information section.

5 **Supporting Information**

The current services are delivered by Turning Point and CRI and the contracts expire on the 1st April 2016. It is proposed to award a further contract for a six month period for the following reasons and justification.

Justification

Turning Point Contract

This is a contract for: LASAR, Early Intervention & Harm Minimisation. The service falls within the category of “Social and Other Specific Services” within the Public Procurement Regulations 2015 but is not covered by the Light Touch Regime set out in Section 7 of those Regulations because the value of the contract is below the threshold prescribed by Regulation 5.

The creation of the new Children’s services provider has made it difficult to specify the service. The current Turning Point service includes services for Young People and discussions will be required with the new Trust, after it is established, to determine the future of this service, scope and form. As yet there is, therefore, no decision on whether the Young Person’s aspect of the service will continue or in what form. This necessitates the award of a short term contract. This is an event imposed on the authority.

CRI Contract

The current CRI service includes services for children and discussions will be required with the new Trust, after it is established, to determine the future of this service, scope and form. As yet there is, therefore, no decision on whether the children’s aspect of the service will continue or in what form. This necessitates the award of a short term contract. This is an event imposed on the authority.

In the case of this service it is unlikely that there would be competition given the uncertainty surrounding the service. This is a specialist service, and although there are other providers in the market, we would be seeking a six month contract, without being able to specify the location from where the service will be provided, nor its full scope.

Accommodation for the service

The DAAT provides the premises for Slough Treatment Services at Maple House.

The current lease for Maple House ends in June 2016. The DAAT are currently working in partnership with Asset Management to identify under utilised council accommodation, in order to secure new premises.

There are risks around re-commissioning without confirmation of the new premises;

- The specification for the tender would not contain details of the location or facilities available
- Any arrangements for the premises would be omitted at this point, and this may deter potential bidders.
- The model may need to be adapted to account for a change in premises e.g. if the location is not central and / or multiple sites.

In summary, to re-commission a new service whilst moving the existing service would not be possible operationally and strategically.

Drug Strategy

The current drug strategy was published in December 2010; it was a five year strategy that placed recovery at the centre of the drug and alcohol agenda.

There are five priorities but two are integral to the current model;

- puts more responsibility on individuals to seek help and overcome dependency
- places emphasis on providing a more holistic approach, by addressing other issues in addition to treatment to support people dependent on drugs or alcohol, such as offending, employment and housing.

Since the strategy was published, there has been a change of government which may significantly transform the focus of drug policy and therefore a new strategy may be enforced.

It would be prudent to await this update prior to determining a new service model. The risks of proceeding now are;

- The service will be commissioned under the current priorities and may not be in line with the performance indicators provided by Public Health England
- The strategy will influence our funding streams dependent on the focus. For example (and has happened previously), there may be an increased level of funding for criminal justice service users which would need to be determined before re-commissioning.
- A renegotiation of the terms of any contract would need to be conducted if there is a change in national priorities.

There is an added opportunity, to tendering later in 2016, as the additional six months will enable the DAAT to align the contracts so they will have coterminous dates. This will provide greater flexibility to reconfigure the services to respond to changes in strategic objectives and financial changes.

6 **Comments of Other Committees**

This report has not been presented to other committees.

7 **Conclusion**

It is recommended that Cabinet agree to award a six month contract, with the option to extend this for further 6 months, with a three month notice period.

The proposal to award a six month contract to Turning Point and CRI will enable us to continue to deliver high quality substance misuse services in Slough. The additional six months will enable the reconfiguration of the treatment model with potentially less uncertainty around Children's Trust, relocated accommodation, financial changes and the National Drug Strategy.

8 **Appendices**

A Financial value of contracts (Part II – contains exempt information)

9 **Background Papers**

None

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 19th October 2015

CONTACT OFFICER: Dave Gordon (Scrutiny Officer)
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WARD(S): All

PORTFOLIO: Cllr Munawar –
 Commissioner for Social and Economic Inclusion

PART I
NON-KEY DECISION

REFERENCES FROM OVERVIEW AND SCRUTINY – A4 BRANDS HILL AND REAL TIME PASSENGER INFORMATION

1. Purpose of Report

The purpose of this report is to ask Cabinet to consider the recommendations of the Neighbourhoods and Community Services Scrutiny Panel from their meeting held on 3rd September 2015.

2. Recommendations/Proposed Action

The Cabinet is requested to consider the following references from scrutiny and resolve accordingly:

- (a) The Neighbourhoods and Community Services Scrutiny Panel has referred the matter of the road design of the A4 at Brands Hill to Cabinet. The wording of the resolution is as follows:
- The Panel wished to refer their dissatisfaction on the road lay out for the A4 Brands Hill area to Cabinet, on the grounds of planning, design and implementation. This had led to outstanding safety issues, which rendered the highway as not fit for purpose.
- (b) The reference from the Neighbourhoods and Community Services Scrutiny Panel with regards to real time passenger information (RTPI) was as follows:
- That that the matter should be referred to Cabinet, with specific reference to the issue of 'ghost buses'.

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

3a. Slough Joint Wellbeing Strategy Priorities

These recommendations relate to the following priority:

- Economy and Skills
- Regeneration and Environment

3b. **Five Year Plan Outcomes**

These recommendations relate to the following priority:

1. The centre of Slough will be vibrant, providing business, living, and cultural opportunities

4 **Other Implications**

(a) Financial

Improvements to the transport infrastructure of Slough will increase productivity and the appeal of the area to external investors.

(b) Human Rights Act and Other Legal Implications

There are no human rights act or other legal implications arising as a direct result of this report.

5 **Supporting Information**

A4 Brands Hill

- 5.1 The Neighbourhoods and Community Services Scrutiny Panel have discussed this issue at their last three meetings (March, June and September 2015). During these discussions, members have raised the following concerns:
- 5.2 With regards to planning, members questioned the decision to opt for a three lane layout, with bus lay bys to be filled in where appropriate. Members asked whether this policy was originally only to be applied to areas with a limit of 30mph but was now being applied in 40mph speed limit zones.
- 5.3 On the design of the road, members reported concerns that vehicles were being forced to use the middle lane, and thus heading in the opposite direction to oncoming traffic. This had been caused by issues such as HGVs using their allowed time to park and buses which now had no lay by. They also raised questions over the absence of a solid white line to differentiate directions of traffic, and the non-installation of a 'no right turn' sign for the BP garage on the grounds of problems with enforcement. The Panel argued that a 'no right turn' sign should be put in place, as the safety issue was paramount rather than considerations regarding the enforcement of the policy. In addition, the use of double yellow lines rather than an outright loading ban had led to safety concerns, whilst the potential for the design to confuse road users who were arriving from outside Slough and were not used to the system was also raised.
- 5.4 The implementation of the road lay out had been associated with delays in the placement of arrow road markings. Whilst it was reported to the Panel on 3rd September that this had been caused by rain, concerns remained that Slough Borough Council was not doing enough to ensure contractors were being chased on the matter. It was also the case that there were concerns that the proposed loading ban was not being enacted sufficiently quickly. Whilst members are aware of the need for consultation and notification of proposals, they still felt that this could be completed more quickly. As part of this, members raised the possibility that the proposals were not being given sufficiently high priority. Members are aware of the presence of numerous priorities for transport, but felt that the safety issues on the A4 required urgent action. Finally,

members were concerned about the impact of the scheme on local motorists in some parts of Slough (e.g. Colnbrook) and whether this was being evaluated with sufficient rigour as part of analysis.

Real Time Passenger Information (RTPI)

- 5.5 The issue of RTPI has been considered at the last two meetings of the Neighbourhoods and Community Services Scrutiny Panel. This was on the basis that Cabinet decided to defer the matter to the Panel in April 2015, with RTPI to be referred back to Cabinet should there be issues with meeting performance targets. Given the recent lack of progress between the last report in June 2015 and the meeting in September, the Panel have referred it back to Cabinet.
- 5.6 The statistics reported to the meeting in June 2015 gave detection rates of 67%, 68%, 69% and 68% for the four weeks featured in the report. However, these now stood at 65%, 62%, 64% and 72% in the report taken on 3rd September 2015. Given that the average figure indicated by these statistics had fallen in the interim period, the Panel stated that the progress noted between December 2014 and June 2015 had stalled and that the explanations given for this decrease (staffing issues, problems with installation of equipment) had remained similar and thus not being resolved. As a result, the matter was referred back to Cabinet for decision on the future viability of the system.
- 5.7 In particular, members have raised concerns about so-called 'Ghost buses'. These are cases where buses are reported as approaching the bus stop, only not to materialise and for the information to then disappear from the display. Members noted the public's disappointment and confusion in such cases, and its impact on the overall perception of the system.
- 5.8 These references from Scrutiny have been reviewed by officers and reported below:
1. *The Panel wished to refer their dissatisfaction on the road lay out for the A4 Brands Hill area to Cabinet, on the grounds of planning, design and implementation. This had led to outstanding safety issues, which rendered the highway as not fit for purpose.*

Officers' comments

Officers have been through the same rigorous process of assessing this scheme against potential safety issues. A stage 3 safety audit has been carried out which identified various concerns. The majority of the issues raised in report have been agreed and actioned. Officers disagreed with some of the recommendations and responded accordingly. The recommendation over the bus lay-by's reinstatement was rejected however, the bus stop was moved to mitigate against congestion. Other recommendations and concerns related to the parking and banning the right turn into the petrol garage. Parking restrictions were upgraded but the introduction of a banned right turn was not supported by Thames Valley Police and so this has not been taken further, other issues not raised by the audit report such as additional road markings have been implemented to assist some residents.

Officers are satisfied that the risk to the public and to the council has been minimised to an acceptable level in line with other traffic engineering schemes and therefore it is proposed that no further action is required.

2. *That RTPI should be referred to Cabinet, with specific reference to the issue of 'ghost buses'.*

Officers' comments

Since April Cabinet officers together with First Bus and JMW have actively been working on upgrading the real time detection systems and have made significant improvements. However, since April the bus depot at Bracknell has closed resulting in delays to the upgrade programme, this together with new buses being introduced has contributed to an overall delay. First have recognised the importance of real time to bus users and have now assigned an experienced engineer to work with the council's contractor to accelerate the programme and restore reliability. The issue of "ghost buses" has been identified by scrutiny as a problem, officers at a previous panel made reference to the real time displays showing a service which then disappeared from the screen. There are two factors that could be contributing to this problem. The first being a Communications drop which results in the link being broken temporarily, this is most likely issue but the second factor could be a punctuality problem where some services maybe delayed (e.g. traffic), if the service goes beyond the scheduled timetable it is possible that the specific service will be removed from the display. This is not an error but a punctuality issue and therefore cannot be addressed by the real time system but is monitored at the bus partnership meetings. Officers are confident that detection rates will continue to climb following the new fleet upgrade and the new software upgrades and therefore recommend that no further action is required at this stage. Officers will continue to supply information to scrutiny panel on a monthly basis to ensure that members are aware of the progress that is being made.

6 Conclusion

- 6.1 The Cabinet is requested to decide upon recommendations outlined in section 2 and discussed in sections 5.1 – 5.8 of this report.

7 Appendices

None

8 Background Papers

- '1' - Agenda papers, Neighbourhoods and Community Services Scrutiny Panel (3rd September 2015)

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 19th October 2015

CONTACT OFFICER: Catherine Meek, Head of Democratic Services
(For all enquiries) 01753 875011

WARD(S): All

PORTFOLIO: Leader, Finance and Strategy – Councillor Anderson

PART I
NON-KEY DECISION

NOTIFICATION OF DECISIONS**1. Purpose of Report**

To seek Cabinet endorsement of the published Notification of Decisions, which has replaced the Executive Forward Plan.

2. Recommendation

The Cabinet is requested to resolve that the Notification of Decisions be approved.

3. Slough Joint Wellbeing Strategy Priorities

The Notification of Decisions sets out when key decisions are expected to be taken and a short overview of the matters to be considered. The decisions taken will contribute to all of the following Slough Joint Wellbeing Strategy Priorities:

- Health
- Economy and Skills
- Housing
- Regeneration and Environment
- Safer Slough

4. Other Implications**(a) Financial**

There are no financial implications.

(b) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. The Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012 require the executive to publish a notice of the key decisions, and those to be taken in private under Part II of the agenda, at least 28 clear days before the decision can be taken. This notice replaced the legal requirement for a 4-month rolling Forward Plan.

5. Supporting Information

5.1 The Notification of Decisions replaces the Forward Plan. The Notice is updated each month on a rolling basis, and sets out:

- A short description of matters under consideration and when key decisions are expected to be taken over the following three months;
- Who is responsible for taking the decisions and how they can be contacted;
- What relevant reports and background papers are available; and
- Whether it is likely the report will include exempt information which would need to be considered in private in Part II of the agenda.

5.2 The Notice contains matters which the Leader considers will be the subject of a key decision to be taken by the Cabinet, a Committee of the Cabinet, officers, or under joint arrangements in the course of the discharge of an executive function during the period covered by the Plan.

5.3 Key Decisions are defined in Article 14 of the Constitution, as an Executive decision which is likely either:

- to result in the Council incurring expenditure which is, or the making of savings which are, significant, having regard to the Council's budget for the service or function to which the decision relates; or
- to be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough.

The Council has decided that any expenditure or savings of £250,000 or more shall be significant for the purposes of a key decision.

5.4 There are provisions for exceptions to the requirement for a key decision to be included in the Notice and these provisions and necessary actions are detailed in paragraphs 15 and 16 of Section 4.2 of the Constitution.

5.5 To avoid duplication of paperwork the Member Panel on the Constitution agreed that the Authority's Notification of Decisions would include both key and non key decisions – and as such the document would form a comprehensive programme of work for the Cabinet. Key decisions are highlighted in bold.

6. Appendices Attached

'A' - Notification of Decisions

7. Background Papers

None.

NOTIFICATION OF DECISIONS

1 OCTOBER 2015 TO 31 DECEMBER 2015

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

Slough Borough Council has a decision making process involving an Executive (Cabinet) and a Scrutiny Function.

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

Whilst the majority of the Cabinet's business at the meetings listed in this document will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information.

This is formal notice under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Notice will/may be held in private because the agenda and reports for the meeting will contain exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it.

Page 90
This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

If you have any queries, or wish to make any representations in relation to the meeting being held in private for the consideration of the Part II items, please email catherine.meek@slough.gov.uk (no later than 15 calendar days before the meeting date listed).

What will you find in the Notice?

For each decision, the plan will give:

- The subject of the report.
- Who will make the decision.
- The date on which or the period in which the decision will be made.
- Contact details of the officer preparing the report.
- A list of those documents considered in the preparation of the report (if not published elsewhere).
- The likelihood the report would contain confidential or exempt information.

What is a Key Decision?

An executive decision which is likely either:

- To result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- To be significant in terms of its effects on communities living or working in an area comprising two or more wards within the borough.

Who will make the Decision?

Decisions set out in this Notice will be taken by the Cabinet, unless otherwise specified. All decisions (unless otherwise stated) included in this Notice will be taken on the basis of a written report and will be published on the Council's website before the meeting.

The members of the Cabinet are as follows:

- | | |
|---|-------------------------|
| • Leader of the Council – Finance & Strategy | Councillor Anderson |
| • Commissioner for Community & Leisure | Councillor Carter |
| • Commissioner for Education & Children | Councillor Mann |
| • Commissioner for Environment & Open Spaces | Councillor Parmar |
| • Commissioner for Health & Wellbeing | Councillor Hussain |
| • Commissioner for Neighbourhoods & Renewal (& Deputy Leader) | Councillor Swindlehurst |
| • Commissioner for Performance & Accountability | Councillor Sharif |
| • Commissioner for Social & Economic Inclusion | Councillor Munawar |

Where can you find a copy of the Notification of Decisions?

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at St Martin's Place, 51 Bath Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: catherine.meek@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

Each Report has a contact officer. If you want to comment or make representations, notify the contact officer before the deadline given.

What about the Papers considered when the decision is made?

Reports relied on to make key decisions will be available before the meeting on the Council's website or are available from Democratic Services.

Can you attend the meeting at which the decision will be taken?

Where decisions are made by the Cabinet, the majority of these will be made in open meetings. Some decisions have to be taken in private, where they are exempt or confidential as detailed in the Local Government Act 1972. You will be able to attend the discussions on all other decisions.

When will the decision come into force?

Implementation of decisions will be delayed for 5 working days after Members are notified of the decisions to allow Members to refer the decisions to the Overview and Scrutiny Committee, unless the decision is urgent, in which case it may be implemented immediately.

What about key decisions taken by officers?

Many of the Council's decisions are taken by officers under delegated authority. Key decisions will be listed with those to be taken by the Cabinet. Key and Significant Decisions taken under delegated authority are reported monthly and published on the Council's website.

Are there exceptions to the above arrangements?

There will be occasions when it will not be possible to include a decision/report in this Notice. If a key decision is not in this Notice but cannot be delayed until the next Notice is published, it can still be taken if:

- The Head of Democratic Services has informed the Chair of the Overview and Scrutiny Committee or relevant Scrutiny Panel in writing, of the proposed decision/action. (In the absence of the above, the Mayor and Deputy Mayor will be consulted);
- Copies of the Notice have been made available to the Public; and at least 5 working days have passed since public notice was given.
- If the decision is too urgent to comply with the above requirement, the agreement of the Chair of the Overview and Scrutiny Committee has been obtained that the decision cannot be reasonably deferred.
- If the decision needs to be taken in the private part of a meeting (Part II) and Notice of this has not been published, the Head of Democratic Services will seek permission from the Chair of Overview & Scrutiny, and publish a Notice setting out how representations can be made in relation to the intention to consider the matter in Part II of the agenda. Urgent Notices are published on the Council's [website](#).

For further information, contact Democratic Services as detailed above.

Cabinet - 19 October 2015

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Highway Asset Management Policy & Strategy</u></p> <p>To seek Cabinet approval for the Highway Asset Management Policy and Strategy Plan which reflects the policies, strategy and operational standards for managing and maintaining the Council's highway assets.</p>	N&R	All	Economy & Skills; Regeneration & Environment	Sing-Wai Yu, Team Leader Highways Maintenance & Asset Management	-	None	√	
<p><u>Trelawney Avenue Redevelopment Plan</u></p> <p>To receive an update on the progress of the Trelawney Avenue Redevelopment Plan.</p>	N&R	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	None		
<p><u>Care Act Charging Policies</u></p> <p>Further to the Cabinet decisions of 9th March 2015, to consider proposals for a revised charging policy for adult social care.</p>	H&W	All	Health & Wellbeing	Alan Sinclair, Assistant Director, Adult Social Care Tel: (01753) 875752	-	None		

Portfolio Key – F&S = Finance and Strategy, P & A = Performance and Accountability, C & L = Community and Leisure, E & C = Education and Children, S & E = Social and Economic Inclusion, E & O = Environment and Open Spaces, H & W = Health and Wellbeing, N & R = Neighbourhoods and Renewal

Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<p><u>Slough Drug & Alcohol Action Team (DAAT) Services Procurement</u></p> <p>To consider a report recommending approval of the award of a one year contract for the supply of psychosocial interventions, clinical co-ordination, and intensive engagement for substance misusing parents (delivered by CRI); and for the supply of laser early intervention & harm minimisation service in Slough (delivered by Turning Point).</p>	H&W	All	All	Helen Fisher, Interim DAAT Manager Tel: 01753 477380	-	None	√	
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels. To include recommendations from the Neighbourhoods & Community Services Panel meeting held on 3rd September 2015 on:</i></p> <ul style="list-style-type: none"> • <i>Real Time Passenger Information</i> • <i>A4 Brands Hill.</i> 	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<p><u>Notification of Forthcoming Decisions</u></p> <p><i>To endorse the published Notification of Decisions.</i></p>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

Cabinet - 16 November 2015

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Finance & Performance Report: 2nd Quarter 2015/16</u></p> <p>To receive the latest financial and performance information for the period between July to September 2015 including revenue and capital expenditure; write off and virement requests; and the Council's Balanced Scorecard and Gold Project updates.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><u>Medium Term Financial Strategy Update</u></p> <p>To consider a report on the latest position with regards to the Medium Term Financial Strategy.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><u>Leisure Strategy</u></p> <p>To consider a further report on the implementation of the Leisure Strategy, including the masterplan for The Centre site proposed for the new leisure centre.</p>	C&L	All	All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	-	None		Yes, p3 LGA
<p><u>References from Overview & Scrutiny</u></p> <p><i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i></p>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
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Cabinet - 14 December 2015

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Council Taxbases</u> To present information on the properties in Slough and their categories of occupation for the purpose of determining the Council Taxbase for the borough for the 2016/17 financial year.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Council Tax Support Scheme 2016-17</u> To consider a report on the future options for the Council Tax Support Scheme 2016-17.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Business Rates & Council Tax Policies</u> To consider a report on the Council's Business Rates and Council Tax policies.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<u>Review of DHP Policy 2016-17</u> To consider a report on the policy for Discretionary Housing Payments for 2016/17.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	

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Bold – Key Decision Non-Bold – Non-Key Decision *Italics* – Performance/Monitoring Report

<u>References from Overview & Scrutiny</u> <i>To consider any recommendations from the Overview & Scrutiny Committee and Scrutiny Panels.</i>	P&A	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<u>Notification of Forthcoming Decisions</u> <i>To endorse the published Notification of Decisions.</i>	F&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

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