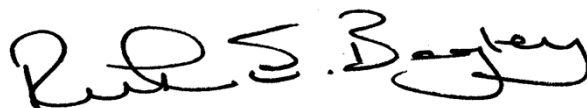


Date of issue: Friday, 8 January 2016

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, 18TH JANUARY, 2016 AT 6.30 PM	
VENUE:	MEETING ROOMS 1-3, 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 December 2015	1 - 6	
3.	Medium Term Financial Planning Update Including Savings Proposals for the 2016/17 Financial Year	7 - 18	All
4.	2016/17 Housing Rents & Service Charges	19 - 24	All
5.	Council Tax Support Scheme 2016-17	25 - 34	All
6.	Leisure Strategy - Capital Development Programme	35 - 56	All
7.	Five Year Plan 2016-2020	57 - 70	All
8.	'Slough Caring for our Carers' - Joint Carers' Commissioning Strategy 2016-21	71 - 136	All
9.	References from Overview & Scrutiny	137 - 140	All
10.	Notification of Forthcoming Decisions	141 - 152	All
11.	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

PAGE

WARD

PART II

12. Part II Minutes - 14th December 2015 153 - 156 All

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

This page is intentionally left blank

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

Present:- Councillors Anderson (Chair), Carter, Hussain, Mann, Munawar, Parmar, Sharif and Swindlehurst (from 6.44pm)

Apologies for Absence:- None

PART 1**64. Declarations of Interest**

No declarations were made.

65. Minutes of the Meeting held on 16th November 2015

Resolved – That the minutes of the meeting of the Cabinet held on 16th November 2015 be approved as a correct record.

66. Medium Term Financial Planning Update Including Savings Proposals for the 2016/17 Financial Year

The Assistant Director Finance & Audit updated the Cabinet on the latest financial planning assumptions following the Spending Review and Autumn Statement announced on 25th November, and proposed a number of further savings for 2016/17 to be included in the revenue budget to be recommended to Council in February 2016.

The Local Government Finance Settlement (LGFS) would not be published until later in December and finalised in January, however the medium term financial planning assumptions had been revised in light of the Spending Review. The forecast funding reductions had increased by a further £1m in 2016/17 and £2m in 2017/18. The Revenue Support Grant (RSG) would be reduced to £20m in 2016/17, which was £4m less than the current year and down from £40m in 2013/14. Council's would be able to raise Council Tax by a further 2% above the referendum threshold, providing it would directly support adult social care. This would yield an additional £0.9m if implemented in Slough and Commissioners commented that the net impact of the increased RSG cut and additional ability to raise Council Tax appeared in effect to transfer the burden to local taxpayers. There had been no announcement on the Council Tax Freeze Grant. Other key announcements from the Spending Review were summarised. Commissioners were informed that the system of full Business Rate retention would be implemented by 2020, however, Slough would not keep the entire £100m collected locally and there would be a redistributive system of tariffs.

The total savings required over the four years of the MTFS was approximately £38m, an increase of £5m since the Spending Review due to the front loading of funding reductions to non-protected areas including local government. The Cabinet considered the proposed savings for 2016/17 set out fully in

Cabinet - 14.12.15

Appendices A and B to the report. This second tranche of savings totalled £3.8m, a significant proportion of which were adult social care transformation and efficiencies. These savings were additional to the £4.8m presented to Cabinet in November and the remaining gap of £3m would need to be closed prior to recommending the revenue budget to Council in February 2016. Commissioners asked about the work being undertaken to close this gap in the coming weeks and it was noted that the MTFs would be revised following the LGFS which would confirm the level of savings required. The feedback from the online budget simulator would be analysed, further consideration would be given to the levels of Council Tax and further savings identified.

The Cabinet noted the latest financial planning assumptions and agreed to include the savings 2016/17 proposed in Appendices A and B to the report in the revenue budget to be recommended to Council in February.

Resolved –

- (a) That the savings set out in Appendix A to the report be included in the Revenue Budget 2016-17 to be approved by Council in February, subject to the final Local Government Finance Settlement, taxbase papers and any further adjustments.
- (b) That the latest financial planning assumptions and the impact of these on future service delivery be noted.

67. Council Taxbases for 2016/17

The Assistant Director Finance & Audit introduced a report setting out the properties in Slough and their categories of occupation to determine the council taxbase for the borough for 2016/17.

(Councillor Swindlehurst joined the meeting)

It was noted that the taxbase was calculated to rise by 4.0% between 2015/16 and 2016/17. The Council's tax base had steadily risen over recent years by 1% previously and by 2% in the current year, reflecting the growth in the number of properties in Slough. The collection rate and number of claimants under the Council Tax Support Scheme were the other key factors in the tax base. Commissioners discussed a number of matters including the collection rate for council tax of 98.4%, which was a rise of 0.2% and had been agreed with arvato. Future and in-year collection rates were considered and the policy of applying 0% discounts for empty properties to encourage development was confirmed.

There was a forecast surplus of circa £1.1m in the Collection Fund and this figure would be revised for the budget setting period. It was noted that the Council's transactional services provider, arvato, were carrying out work on Council Tax arrears and Commissioners were advised that there were likely to be some significant write off requests coming through to Cabinet in 2016.

Cabinet - 14.12.15

The Cabinet welcome the increased taxbase which would help to contribute to Outcome 7 of the Five Year Plan to grow the Council's income and agreed the recommendations as set out in the report.

Resolved –

- (a) That the level of council tax discount in respect of second homes remain at 0%.
- (b) That the level of discount in respect of long-term empty properties remain at 0%. With the charge of a 50% Empty Home Premium for on properties that have been empty longer than 2 years.
- (c) That the collection rate for the council tax for 2016/17 be set at 98.4%. This was an increase of 0.2% and had been agreed with the Council's transactional services partner, arvato.
- (d) In accordance with the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) Regulations 2012 the amount calculated by Slough Borough Council as its council taxbase for 2016/17 shall be:

i) Parish of Britwell	753.4
ii) Parish of Colnbrook with Poyle	1,840.2
iii) Parish of Wexham	1,315.8
iv) Slough Town	36,092.4
All areas	40,001.8
- (e) That the S151 officer be delegated with responsibility to adjust the taxbase following Cabinet due to any changes in Government guidance around this subject and the Collection Fund figures for distribution.
- (f) That the S151 officer be delegated with responsibility to adjust the taxbase following Cabinet should any new property information become available and the Collection Fund figures for distribution require amendment.
- (g) That the S151 officer be delegated with responsibility to set the Business Rates baseline following consultation with the Commissioner responsible.

68. Award of Smoking Cessation Contract 2015-19

The Assistant Director of Public Health introduced a report that sought approval to award the new smoking cessation contract to Solutions 4 Health, commencing on 1st January 2016.

A thorough and competitive tendering process had been undertaken by Bracknell Forest Council on behalf of the participating Berkshire local authorities and the best provider was considered to be Solutions 4 Health who

were the existing provider. They had scored highest in all domains and had demonstrated the highest quitter rates in England. The capped contract was for £300k per annum for 3+1+1 years which represented a saving of £180k against the current contract price. Contributions from partners would be sought, however, it was noted that smoking cessation was a mandated service from the public health grant. Discussions were ongoing with Slough Clinical Commissioning Group and others about support for other services such as the Healthy Hearts Programme.

Commissioners sought clarity on a number of issues including the number of people in Slough supported, the monitoring of performance measures for sustained quit rates and the support for vulnerable groups. It was responded that 770 people would be helped to quit per year, that people who be monitored at the standard 4 and 12 week benchmarks and that there was specific support for vulnerable people such as those in pregnancy or with conditions such as diabetes. Smoking cessation helped tackle health inequalities and the work focused on high risk areas. Commissioners also asked about the relative risks of shisha smoking and it was noted that it carried a significantly higher risk and public health communications needed to get this message out.

The existing service had already contributed to a reduction in smoking prevalence from 22% to 19% and Commissioners asked how much further smoking could realistically be reduced. The Assistant Director commented that studies indicated that the genetic propensity to smoke was very low, therefore significant numbers of people could realistically be helped to stop smoking, which was the biggest single impact that could be made to improve their health and prevent early death.

After due consideration, it was agreed that the contract be awarded to the selected provider on the terms proposed.

Resolved –

- (a) That it be noted that the winning bid was made by the existing provider who had achieved the highest quit rates in England and a recent MJ Public Health award.
- (b) That the bid scored highest in all domains – a total score of 90.6 compared to 60.4 for the nearest contender and this included a section for innovative delivery.
- (c) That it be noted that the contract value was £300k per year for three years, with a 1 plus 1 optional extension dependent on performance being met and on the Public Health grant. A contribution would be sought through wider partners.
- (d) That the contract be awarded to the selected provider, Solutions 4 Health.

Cabinet - 14.12.15

69. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

70. Notification of Forthcoming Decisions

Resolved – That the published Notification of Decisions for the period between December 2015 to February 2016 be endorsed.

71. 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.

72. Proposed Disposal of Surplus Assets

Delegated authority was given to agree and execute the disposal of the rear land 22-24 Northborough Road for best consideration to enable to extension of the Farnham Road GP practice.

It was agreed to give further consideration to the options to promote the maintenance and potential future development of Maple House, 95-109 High Street.

73. Cross Keys Public House Car Park, Chalvey

It was agreed to delegate authority to dispose of the Cross Keys Public House Car Park, Chalvey, subject to planning, for best consideration to the successful purchaser of the Cross Keys PH site so that it can be promoted and developed as a comprehensive residential scheme.

Chair

(Note: The Meeting opened at 6.34 pm and closed at 7.29 pm)

This page is intentionally left blank

4 **Other Implications**

(a) Financial

The proposals included within this report have financial implications, once they have final approval from full Council. Before then EIAs need to be considered in advance.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	n/a	
Property		
Human Rights		
Health and Safety		
Employment Issues	To be determined through savings proposals	
Equalities Issues	EIAs must be completed by full Council	
Community Support		
Communications		Utilisation of the budget simulator
Community Safety		
Financial	In respect of school's funding, the minimum funding guarantee from Government is intended to prevent reductions to budgets year on year of more than 1.5%	If reduced reduction in funding then the position will improve.
Timetable for delivery		Approval will allow for better preparation of programmes into future financial years
Project Capacity	Significant programmes of work are included to deliver the savings. These should take into account programme resources. The creation of a programme management office to support major capital and other projects should assist capacity.	
Other		

(c) Human Rights Act and Other Legal Implications - There are no Human Rights Act Implications.

(d) Equalities Impact Assessment - Individual savings items will have an EIA completed, where appropriate, in time for the final Council decision on 25th February 2016.

(e) Workforce

There will be workforce implications but these will be finalised within final budget proposals.

(f) Property

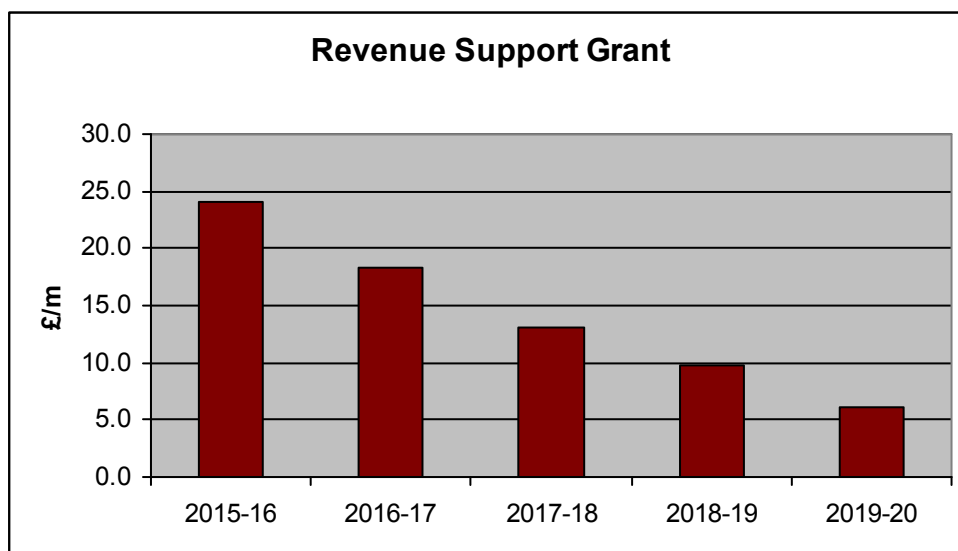
To deliver schemes in line with the strategic asset purchase strategy, the Slough Urban Renewal and utilisation of the Asset Challenge process.

5 Supporting Information

Background

5.1 The Local Government Finance Settlement was announced on the 17th December. A summary is included at appendix B. One of the key changes, as well as a shift in the redistribution mechanism, was the timing of the funding reductions compared to the Spending Review last month, see the below. Appendix A highlights the Council's position compared to other unitary Councils. Though the RSG reduction is comparatively lower than other Councils and close to the national average, it is still a very significant number with the Council's main Government grant declining from £24m to £6m in the next four years (and it stood at £40m in 2013-14).

Chart 1.1: Revenue Support Grant reductions



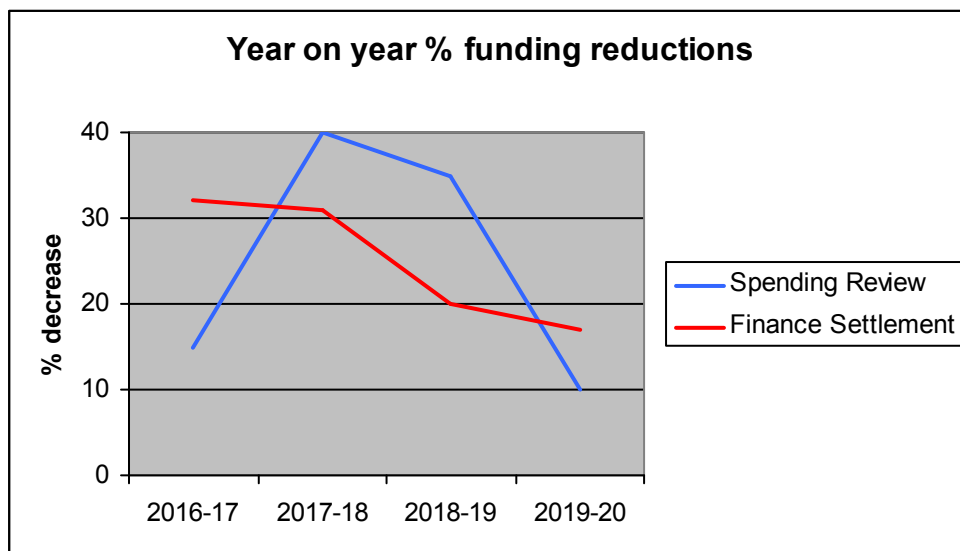
5.2 The overall funding to Council will be further reduced compared to previous forecasts from the Spending Review and reported to Cabinet in December. The deterioration for 2016-17 was a further £1.5m with additional loss of separately identified grants for Adult Social Care Act and the previous Council Tax Freeze, as well as a further reduction to the Housing Benefit Administration Grant. All of these put a further pressure into the next financial year of up to £1m.

5.3 To assist Councils, the Government is allowing an additional Council Tax precept, in respect of Adult Social Care, of 2%, meaning that Council's with Adult Social Care functions can increase Council Tax by up to 4% before a referendum would occur, subject to conditions contained within the Adult Social Care precept. The

Government is also allowing Capital receipts to be utilised for transformation activities that will generate further savings and efficiencies.

- 5.4 The four year settlement figures included in the MTFS for Revenue Support Grant are draft and indicative at present. The Government is indicating that if Councils wish for these to remain at this level then they need to complete an efficiency statement and accept these figures, though details on this have yet to be released at the time of writing. The key issue for the Council is that the year one reductions are far greater than expected.

Chart 1.2: Changes in funding reductions – November assumptions vs Finance Settlement



- 5.5 The latest MTFS position is summarised in the below

Chart 1.3: MTFS assumptions

		<i>CTX assumption</i>				
		2.94%	1.00%	1.00%	1.00%	
No.	2015-16 <i>adj</i>	Funding	2016-17	2017-18	2018-19	2019-20
1	45.13	Council Tax	48.31	49.53	50.77	52.05
2	29.13	Retained Business Rates	29.70	30.00	30.30	30.60
3	24.01	Revenue Support Grant	18.48	13.18	9.68	6.12
4	1.46	Education Services Grant	1.37	0.82	0.49	0.30
5		NHS monies through BCF			1.40	2.60
6	2.6	New Homes Bonus	3.64	3.64	2.30	2.20
7	1.08	Other non-ringfenced grants	0.80	0.60	0.40	0.20
8	1.9	Collection Fund	1.12			
9	105.31	Total Budgeted income	103.42	97.77	95.34	94.07
10	109.98	Prior year baseline (adj.)	106.58	103.42	97.77	95.34
11	3.72	Base budget changes	2.30	2.90	2.90	2.90
12	1.89	Directorate Pressures	5.75	2.00	2.00	2.00
13		Revenue impact of Capital investment	0.33	0.25	0.25	0.25
14	-0.5	Other adjustments	0.50			
15		Savings requirement o/s (-) / contribution to reserves	-2.59	-3.79	0.41	0.17
16	-9.79	Savings identified	-9.45	-7.01	-7.99	-6.59
17	105.3	Net Expenditure	103.42	97.77	95.34	94.07

5.6 Options

Below are a range of options for Cabinet to consider.

1) Further savings attributed across the organisation

To help close the gap the Council needs to be look at what further savings can be identified from existing budgets. Given the very late nature of the Government's spending review and the substantial shift in further reductions to Council budgets, there is little time to identify these savings. The Council need to consider the risk of any further substantial savings against the ability for the Council to deliver a balanced budget in the new year, as well as have the appropriate time to consult on proposals for the new year.

2) Council Tax

The model currently assumes a 2.94% Council Tax rise. This is different to the previous Cabinet report and there is a modelling assumption the Council takes up the Council Tax Adult Social Care Precept. A 3.99% Council Tax rise would yield just under a further £0.5m. Any decision on Council Tax is for the Council to decide in February.

3) Use of capital receipts to fund revenue expenditure

The finance settlement has proposed that Council's can use Capital Receipts to fund revenue expenditure in future years where this money is used for transformation / invest to save / shared service proposals. During 2016-17 the Council is likely to receive Capital Receipts of at least £3m and so could set these aside to fund revenue expenditure. A minority proportion of this could be for costs that would be offset in 2016-17.

4) Reserves

As part of the ability to use capital to fund one off revenue expenditure, the Council could utilise capital receipts to fund restructuring costs. The Council currently has a restructuring reserve of just over £1m that was set aside to fund restructuring over the next four years. This fund could be utilised to fund part of the gap in 2016-17 as all restructuring costs could be funded through capital receipts instead as highlighted above.

5.7 16/17 Budget for Schools, Academies and Free schools.

5.8 The School Forum jointly with the Council commissioned an independent consultant to examine what the average cost of a Primary and Secondary school are in Slough.

5.9 After reviewing the report produced by the independent consultant, the Council carefully reviewed the information and produced a table of 7 areas of spend comparing Primary costs to Secondary costs, which the independent consultant updated with the data collected from schools.

5.10 Please see table below summarising the cost of provision:

Table 2.1: Cost of provision summary

No.	Description	Primary	Secondary	Ratio
1	Leadership costs	546	535	
2	Teaching staff costs	1,737	2,821	
3	Education support staff	908	384	
4	Administration costs	312	404	
5	Staff related costs	153	135	
6	Occupation	182	362	
7	ICT equipment	47	135	
	Total Costs	3,885	4,779	1:1.23
	Key stage 4 exam costs	0	95	
	Cost Per pupil	3,885	4,871	1:1.25

5.11 Three Options were proposed

1. Do nothing.
2. Use the information.
3. Use the information and increase the lump sums and give Secondary's more to compensate for any loss in funding.

5.12 The ratio of total budget funding changes from Primary and Secondary from 1:1:38 to the council's preferred option (option 3) to 1:1:33.

5.13 With any changes to the funding formula, all schools need to be consulted and all 44 schools, academies and free school has been. The deadline of the 18th December 2015 has now passed, please see below for the following results:

5.14 As at 24th December 57% (25 schools) responded, please see the following:

Description	Non of Option	Option 1	Option 2	Option 3
Number of Schools preferred options	1	8	0	16
Percentage of replies	4%	32%		64%

5.15 At the end of the consultation 64% of schools agree with the Council's preferred option.

5.16 As part of the Finance Settlement from the Dept. for Education (DEF) the DFE has updated the way they calculate deprivation and reclassified areas of deprivation. These now state that Slough is not as deprived as it was in 2010 when the last updates were done. These are the 'IDACI' band factors.

5.17 The result of this is that some schools will lose funding; however, all schools are protected by the Minimum Funding Guarantee and will not lose more than 1.5% from one year to the next. Slough Borough Council is still keeping a similar level of funding as last year with some technical adjustment to minimise the impact.

6 Comments of Other Committees

None.

7 **Conclusion**

- 7.1. To consider the way forward on achieving a balanced budget against the financial gap for 2016-17. This could be a blend of all four options above.
- 7.2 For Cabinet to approve the option 3 of the School Funding proposals.

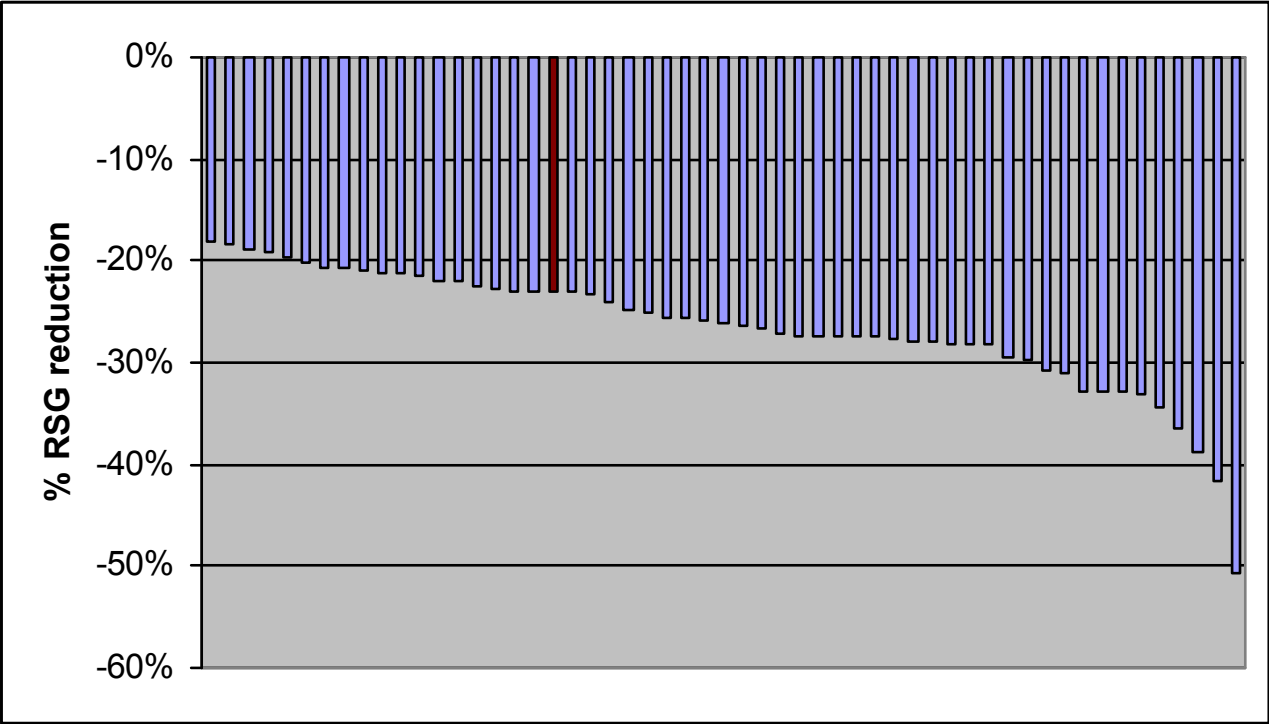
8 **Appendices Attached**

- 'A' - Comparative RSG reduction for 2016-17
- 'B' - Summary of key items in the Local Government Finance Settlement

9 **Background Papers**

- '1' 2015-16 Full Council Budget papers
- '2' HM Treasury – Budget 2015 and Comprehensive Spending Review overview
- '3' November Cabinet – appendix A – savings proposals
- '4' Schools funding 'cost of provision' report

Appendix A – comparative cuts to RSG, 2015-16 vs. 2016-17



n.b. SBC highlighted in Red (23%). The average English authority reduction is 24.5%.

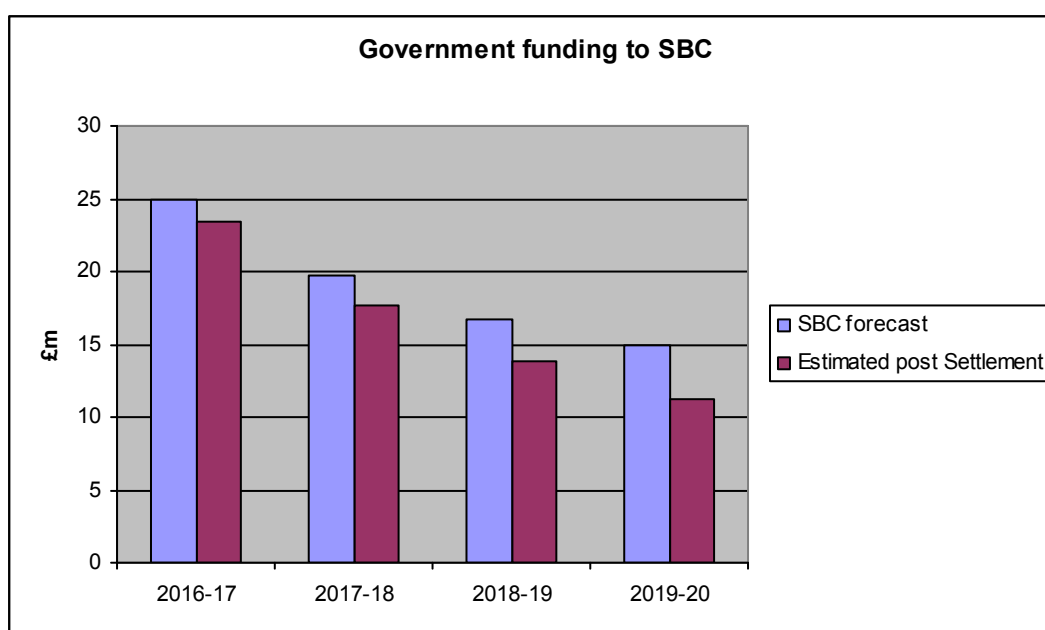
Appendix B

Local Government Finance Settlement and the impact on SBC

Below is a briefing on the outcome of the draft Local Government finance settlement and the impact for SBC. Please note that this is an initial summary; there are a number of consultations that support the finance settlement and further detail will be announced in due course from DCLG on the outcomes of these.

A summary of the key impact for the Council financially is in the summary below with further detail on finance policy announcements in the supporting paragraphs.

A summary of Government funding of the Council is included below – please note that this is very draft as a) not all announcements have been provided and b) the final settlement is not due until early February 2016.



Revenue Spending Power

This is a proxy used by the Government to compare the funding of Local Councils from one year to the next. It includes a number of funding sources such as:

- Council Tax
- Business Rates income
- Revenue Support Grant
- New Homes Bonus

The proxy for SBC would be the change from our net income from one year to the next. For 2015-16 this is a £105.3m and for 2016-17 as a result of this settlement it is **£103.6m¹**. A drop of **1.6%**

The Government's figures show a decline in spending power of **2.3%**. The variation is due to our CTX base rising faster than Government's predictions *if* the Council increase Council Tax by 4%.

¹ Assuming a 4% Council Tax rise as per Government's assumptions on spending power

The Government shows that if we were to increase CTX to the maximum throughout then we would have a 0.1% increase in spending power by 2020. When running these figures through the MTFs, this looks like a 2.5% decrease so there must be other taxbase and Business Rate assumptions that the Government are making.

Revenue Support Grant – the main non-ringfenced grant from Government

This is proposed at £18.5m. This is a 23% reduction year on year and is larger than the forecast reduction. By 2019-20 this will be reduced by nearly 80% compared to current value.

New Homes Bonus – non ringfenced funding provided to Councils equivalent to Band D Council Tax on new homes for a cumulative period of 6 years. This will reduce down by £1.5m by the end of the MTFs as the Government propose using a four year period for the grant.

A consultation on future years is due out but the figure for 2016-17 has been confirmed at £3.64m as forecast and will also be this level for 2017-18.

Education Services Grant – non ringfenced grant provided to Councils from the Dept. for Education in respect of Councils functions for education services

A review on future years is due out but the figure for 2016-17 has been confirmed at £1.37m which is just over £0.1m higher than forecast.

Council Tax Referendum

Confirmed as 4% including the ASC element set out below.

Adult Social Care Precept

Government confirmed the ability to increase Council Tax by up to 2% for those Council with ASC responsibilities. This must be done in line with the principles below:

In each year of the Parliament (subject to the approval of the House of Commons), Adult Social Care authorities ("ASC authorities") can increase their council tax by up to 2% more than the core referendum principle applying to them¹, on the following basis:

1. Spending on ASC in 2016-17 is £x higher than it would otherwise have been, where X = revenue from the additional ASC council tax flexibility. This will be confirmed by the following steps:

a. Following the publication of referendum principles alongside the provisional Local Government Finance Settlement in December, Section 151 officers in ASC authorities will be asked to write to the Secretary of State indicating whether they intend to use the additional flexibility.

b. Following the House of Commons' approval of the Local Government Finance Report and council tax referendum principles for 2016-17 in early 2016, the Secretary of State will issue a Notice under Section 52ZY of the Local Government Finance Act 1992². This will require Section 151 officers in ASC authorities to provide information demonstrating that an amount equivalent to the additional council tax has been allocated to adult social care.

Council Tax Freeze Grant

2015-16 freeze grant confirmed that we will receive the benefit in future years but that this has been rolled into the overall figures for RSG

Business Rates retention

Awaiting the consultation document on this

Better Care Fund

Awaiting further information on this. Included is a further £1.4m in 2018-19 and then £2.6 in 2019-20 for the Council though no commentary on its use has been provided yet.

The flexible use of capital receipts for transformation

The Government has set out the qualifying expenditure and mechanism below. We will need to consider this and include a strategy document within the annual revenue budget for members to approve in February 2016 and it will need to include where capital receipts have been deployed to fund revenue expenditure. This strategy will be updated annually and will set out in retrospect where funds have been spent.

The use of capital receipts for revenue expenditure is time limited from 2016 to 2020. This cannot be used to fund ongoing revenue expenditure.

Types of qualifying expenditure

4.1 Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.

4.2 Set up and implementation costs of any new processes or arrangements can be counted as qualifying expenditure. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.

Examples of qualifying expenditure

4.3 There are a wide range of projects that could generate qualifying expenditure and the list below is not prescriptive. Examples of projects include:

- Sharing back-office and administrative services with one or more other council or public sector bodies
- Investment in service reform feasibility work, e.g. setting up pilot schemes
- Collaboration between local authorities and central government departments to free up land for economic use
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation
- Sharing Chief-Executives, management teams or staffing structures

- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others)
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.

Specific Grants – awaiting information on these

- Public Health Grant – to be announced by the end of January
- PFI credits
- Domestic Abuse Grant – confirmed at £44k
- Adoption Reform Grant – looks to be removed
- Local Services Support Grant – looks to be rolled into RSG
- Housing Benefits Administration – further reduced. This has fallen by 45% in recent years
- Adult Social Care new burdens funding – appears to be included in RSG

Capital Grants

Awaiting further information on this

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th January 2016

CONTACT OFFICER: Joseph Holmes; Assistant Director, Finance & Audit, s151 officer

(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Neighbourhoods & Renewal - Cllr James Swindlehurst

PART I
KEY DECISION**2016/17 HOUSING RENTS AND SERVICE CHARGES****1 Purpose of Report**

To present the changes in the Housing rents and service charges for 2016/17.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to recommend the following decisions:-

- (a) Council house dwelling rents for 2016/17 to **decrease by 1%** over the 2015/16 rent with effect from Monday 4th April 2016. This is in line with current government guidelines and legislation.
- (b) Garage rents, heating, utility and ancillary charges to **increase by 0.8%** with effect from Monday 4th April 2016. This is based upon the September RPI figure.
- (c) Service charges to **increase by 0.8%** with effect from Monday 4th April 2016. This is based upon the September RPI figure.
- (d) 'Other committee' property rents to increase by an average of 0.8% from Monday 4th April 2016 in line with the September RPI figure.

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

This report sets out the context and implications for the council over the setting of housing rents and service charges for the next four years and impact upon the local community.

3b Five Year Plan Outcomes

This report will primarily have implications for Outcomes 2 and 7 in the delivery of future social and affordable homes by the council, and the maximisation of the rental stream and asset value to the HRA.

4 **Other Implications**

(a) **Financial**

The financial implications are contained within this report.

(b) **Risk Management**

If the Council follows Government guidance and legislation in the setting of its dwelling rents, then the risk to the Council will be mitigated.

Risk	Mitigating action	Opportunities
Legal	n/a	
Property		
Human Rights		
Health and Safety		
Employment Issues	n/a	
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial	Ensure that the Council sets a balanced HRA annual budget and matches the capital programme to the available resources.	
Timetable for delivery		Approval in January of the new rents will enable tenants to receive notification well within the statutory timescales.
Project Capacity		
Other		

(c) **Human Rights Act and Other Legal Implications**

There are no Human Rights Act Implications.

(d) **Equalities Impact Assessment**

There is no identified need for the completion of an EIA.

5 **Supporting Information**

Background

5.1 For the 10 years prior to 2015/16, the setting of council social rents has been guided by the government policy called rent convergence, the intention of which was to bring parity to council social rents across the country, and reduce the 'gap' between council social rents and Housing Association rents.

- 5.2 Driving these annual rent charges was a government prescribed formula which linked the following year's rent changes to the previous September's RPI and was weighted for regional differences e.g. salaries and house prices.
- 5.3 In May 2014, the Department for local Communities and Government issued a document "Guidance on Rents for Social Housing" which laid out the Government's policy on social rents for ten year period from 2015/16 for stock-owning local authorities. Under this changed rent policy, from the 1st April 2015, rent convergence was to be discontinued and rents were to increase by no more than CPI + 1% for 2015/16 to 2024/25.
- 5.4 However, in the summer budget on the 8th July 2015, the Chancellor announced that "rents paid in the social housing sector will not be frozen, but reduced by 1% a year for the next four years". In previous years, the Government has always allowed Councils 'discretion' in changing their rents but produced a rent policy to guide Councils in the setting of their rents. Slough Borough Council has followed Government 'rent policy' and set its rents in line with that policy.
- 5.5 The Government has now departed from the previous practice of issuing rent 'guidance' to setting social rents across the country through primary legislation. Currently working its way through the Parliamentary legislative process is the Welfare Reform and Work Bill which is in its committee stage in the House of Lords. Section 21 (1) proposes:-

In relation to each relevant year, registered providers of social housing must secure that the amount of rent payable in a relevant year by a tenant of their social housing in England is 1% less than the amount that was payable by the tenant in the preceding 12 months.

- 5.6 Section 21 (6) then goes on to define the relevant applicable years as a year beginning on the 1 April 2016, 1 April 2017, 1 April 2018 or 1 April 2019.
- 5.7 The draft legislation does allow exemptions from this rent reduction to be granted by the Secretary of State but these are very limited and clearly specified and cover properties such as specialist supported housing, temporary social housing, care homes and nursing homes. One of those exemptions (section 23(10)) is if the SoS considers that the local authority would be unable to avoid serious financial difficulties if it were to comply with the 1% rent reductions.

In effect, this means that for 2016/17, the Council will need to set its social rents (HRA) 1% lower than the rents current in this year with a base line date of 8 July 2015.

Impact

- 5.8 The HRA 30 Year financial Business plan was updated in January 2015 and made reference to the latest Government rent guidance in projecting future rental income. The assumption was made that for the years 2015/16 to 2024/25, annual social rents would increase by CPI plus 1%. For 2016/17, CPI was assumed to be 1% and rents to increase on average by 2%. This recent change in rent policy will turn a forecast 2% increase for 2016/17 into a 1% decrease and is estimated to reduce forecast HRA rental income in 2016/17 by £978k; the HRA 30 year financial Business plan will be updated to reflect these changes.

5.9 The estimated average weekly rent for the current year is £104.70 and the Government proposals will produce a total estimated loss in potential rental income of £9.7m and an average decrease of 3.9% in weekly rent over the next four years; this roughly equates to the loss of 60 new social properties. Over a ten year period, the cumulative estimated loss of rental income could be £30m. The year by year impact is shown in the table below:-

	2016/17	2017/18	2018/19	2019/20
Average weekly rent	£103.66	£102.62	£101.59	£100.57
Annual loss of Rent Income	£978k	£1.96m	£2.9m	£3.9m

Next Four Years

5.10 In addition to the rent decreases over the next four years, the HRA is also progressing with the reprocurement of its Repairs, Maintenance and Investment contract. This will continue to require investment until the new contract is in place but will result in a new contract that offers better value for money, focuses more effectively on meeting tenants' housing needs and aspirations, continues the building of new social housing, focuses investment in 'regenerating' existing estates, and better contributes to the Slough 'pound'.

5.11 Two further proposed changes are also likely to impact on the HRA and the Council's tenants in the new few years. These are:-

5.11.1 Pay to Stay

In the summer budget on the 8th July 2015, the Chancellor also went on to announce that "We are also going to require those on higher incomes living in social housing to pay rents at the market rate. It's not fair that families earning over £40,000 in London, or £30,000 elsewhere, should have their rents subsidised by other working people."

Details are still to emerge on how this might be applied but in October/November, the Government launched a consultation on this proposal in which they stated: "social housing tenants with household incomes of £40,000 and above in London, and £30,000 and above in the rest of England, will be required to pay an increased level of rent for their accommodation if their rent is currently being subsidised below market rent levels..... Money raised by local authorities through increased rents will need to be returned to the exchequer to contribute to deficit reduction. Housing Associations will be able to use the additional income to reinvest in new housing..... The Government will use primary legislation to bring forward powers to implement the policy and ensure it is in place from April 2017 onwards. We expect that the detail of the policy will be set out in regulations."

5.11.2 Sale of High Value Council Houses

This is linked to the proposed introduction of 'right to buy' for Housing Association tenants and is intended to 'compensate' Housing Associations for the loss of their stock through RTB. Again, details are still to emerge e.g. what is a high value home, exemptions, how the proceeds will be divided between Councils, Housing Associations and the Government, how this will be administered etc.

The Government has been gathering property data from Councils as to the value, occupation and type of their properties, and this information will help shape the details of this policy. Indicative analysis suggests that for Slough, around 82 properties will exceed a £300k market value threshold but the actual impact on the HRA will only become clear when the Government issues the actual guidance.

6 **Comments of Other Committees**

The Housing rents and service charges 2016/17 are included on the Overview & Scrutiny Work Programme for January 2016 prior to Council making their final decision.

7 **Conclusion**

The Cabinet are requested to approve the housing rents and service charges for 2016/17 prior to submission to full Council on the 26th January 2016 for the ultimate decision.

8 **Background Papers**

None.

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th January 2016

CONTACT OFFICER: Joseph Holmes; AD Finance & Audit
(For all enquiries) (01753) 875358

WARD(S): All

PORTFOLIO: Cllr Anderson – Finance & Strategy

PART I
KEY DECISION

COUNCIL TAX SUPPORT SCHEME 2016-17**1 Purpose of Report**

The Council must have a Council Tax Support scheme in place each year. This report and appendix is the Council's scheme for 2016-17. The main items within the scheme are not recommended to change significantly from previous schemes.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve that the Council Tax Support scheme, as detailed in appendix A, be approved.

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

Priorities:

- *Health*
- *Economy and Skills*
- *Regeneration and Environment*
- *Housing*
- *Safer Communities*

3b Five Year Plan Outcomes

This does not support a specific outcome, as this is a statutory requirement to have a scheme in place.

4 Other Implications**(a) Financial**

There are no direct financial implications of this paper; however, if the number of claimants of Council Tax Support increases there will be a financial pressure, and if the levels fall, there will be a financial benefit to the Council compared to the current level of claimants.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	Legal review of the scheme before the 30 th January	
Property	none	
Human Rights	See EIA	
Health and Safety	None	
Employment Issues	Local employment levels will impact on the scheme as a risk and opportunity. The less people receiving CTX Support will mean the lower the cost of the scheme	
Equalities Issues	See EIA	
Community Support	None	
Communications	Consultation completed with much higher response level than before	
Community Safety	None	
Financial	See above	
Timetable for delivery	None	
Project Capacity	None	
Other		

(c) Human Rights Act and Other Legal Implications

The final scheme will be subject to external legal review before the new scheme comes into place.

(d) Equalities Impact Assessment

See appendix B – EIA completed

5 Supporting Information

- 5.1 The Council Tax Support scheme was introduced in April 2013. At this time the government changed it from a national scheme for all Customers to a local scheme for working age customers. The national scheme remained for all non working age customers.
- 5.2 Slough Borough Council in line with the legislation consulted on the proposed scheme in September to November 2012 and a Local Council Tax Support scheme was approved by members on 10th December 2012.
- 5.3 The legislation demands that the Local Council Tax Support scheme is approved by members each year before 31st January of the financial year preceding the start of the scheme.

- 5.4 If the scheme is going to change then a full consultation must be carried out with the chargepayers prior to a decision being made, unless the change is for uprating purposes only.
- 5.5 SBC did not make any changes (apart from uprating) to the scheme for 2014-15 or 2015-16, which means we have been operating the same scheme for three years.
- 5.6 As there have been a number of changes to welfare benefits that impact on the current scheme a consultation was carried out in October, November and December 2015.

The consultation

- 5.7 The consultation was carried out as part of the budget simulator exercise and chargepayers were asked how they wanted the scheme to operate going forward.
- 5.8 As the legislation has changed regarding consultation, we now have to offer chargepayers a range of options, there were four proposals made:
 - 1. to build on the current scheme taking into consideration the welfare reform changes that had taken place and the ones proposed,
 - 2. to maintain the current scheme with no changes,
 - 3. to provide full Council Tax support to those claiming to or maintain
 - 4. to fund the full scheme from Council reserves
- 5.9 Each proposal was costed and the impact shown.
- 5.10 The budget simulator consultation has now closed and we received 140 responses specifically on the Council Tax Support scheme which is a vast improvement on the consultation in 2012 when we received 14.

The responses

The following table shows the responses

Option	No of Responses	%
1.	71	51
2.	22	15
3	18	13
4	29	21

- 5.11 The majority of responses were to Option A which is the proposal that was put forward by the Council.

Council Tax Support scheme 2016-17

- 5.12 The Council Tax Support scheme for 2016-17 is included in appendix A.
- 5.13 The Council Tax support scheme is based on the national legislation for non working age applicants taking into consideration the proposals in the current scheme and those consulted on

- 5.14 The intention was that the scheme for 2016-17 would cost no more than 2015-16 but that we would not look to make savings as the impact on Council Tax collection would potentially negate any savings. The changes include
1. That all working age customers will have to pay a minimum of 20% of the council tax charge (as per current scheme) we did consult on raising this to 25%.
 2. Maintain maximum CTS at band C.
 3. Maintain protection for all those claims were there is a disabled person in the household.
 4. Maintain Protection for War Widows.
 5. introduce the removal of Family Premiums in line with housing benefit for new claims or new births from May 2016.
 6. Reduce the amount of time a claim can be backdated in line with the changes to housing benefit.
 7. Bring CTS in line with housing benefit (HB) for claims from EEA Nationals.
 8. Removal of automatic entitlement to 18-21 year olds in line with HB except those with a vulnerability e.g. Care Leavers.
 9. Include Universal Credit in the income calculation.
 10. Only adjust the income calculation for Universal credit if above a tolerance – suggested £10.
 11. Changes to the income calculation for Self employed people who have been self employed for more than 12 months.
 12. We also consulted on bringing the CTS scheme in line with the proposed changes to tax credits but these have been removed from the welfare reform bill but remain for people on Universal Credit and this needs to be taken into account on the income.

6 **Comments of Other Committees**

None.

7 **Conclusion**

For members to approve the revised Council Tax Support scheme that maintains individual contributions at a minimum level of 20% of Council Tax (dependent upon the scheme and Government protections).

8 **Appendices Attached**

- 'A' Council Tax Support scheme (included in Appendix Pack, not reproduced)
'B' Equality Impact Assessment

Equality Impact Assessment

Directorate: RHR	
Service: Finance & Audit	
Name of Officer/s completing assessment: Jackie Adams	
Date of Assessment: 06.01.2016	
Name of service/function or policy being assessed: Council Tax Support Scheme 2016-17	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The <u>changes</u> to the local Council Tax Support scheme 2016-17</p> <p>The local Council Tax Support scheme only affects customers of working age, customers of pension age are assessed under the national regulations.</p> <p>The legislation requires that all Local Authorities must approve a Council Tax Support scheme by 31st January proceeding the financial year that the scheme relates to.</p> <p>The changes made for 2016-17 include the announcements made by the Chancellor in the Autumn 2015 statement as well as the welfare reforms already announced.</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered in the first instance by our partner arvato, whose role it is to accept all applications, analysis them, request such supporting information as they see fit and assess how much local council tax support a person will be entitled to within the bounds of the scheme. If the Customer disagrees with the assessment they have the right to ask arvato as our partner to review their decision and if the decision stands the Customer has a right to appeal to an independent panel managed and set up by the Valuation Office Agency (VOA)</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p>

	<p>All working age Council Tax Payers could potentially be affected by this proposal as they could all potentially claim Council Tax Support.</p> <ul style="list-style-type: none"> o Age – the Government legislation has stated that those of pension age will be protected and their assessment for Council Tax Support will continue to be made under the national regulations and not under the local Council Tax Support scheme therefore they will not be affected by this policy. o Disability – the government legislation states that those that are considered by the local Authority to be vulnerable should be protected but no definition of vulnerable is provided. We have decided to protect all families where the householder and /or their partner receives a level of disability allowance or that one or more children in the household receives a level of disability allowance. This means that there will be no change to the support that they receive to assist them paying their council tax. <p>The following have not been prescribed under the regulations to be protected and therefore the changes will directly affect the following</p> <ul style="list-style-type: none"> o Gender Reassignment o Marriage and Civil Partnership o Pregnancy and maternity o Race o Religion and Belief o Sex o Sexual orientation o Other <p>In addition, those leaving care will have their Council Tax Support protected until they are 22 years of age .</p> <p>A Hardship fund has been developed to assist those who are experiencing financial difficulty because of the change.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>All Pensioners and all households who have a member of the household in receipt of a disability premium/allowance as well as those applicants leaving care are identified within the protected groups and this will ensure that they can claim up to 100% Council Tax Support.</p>

5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>The changes to the scheme mirror the changes announced in the Welfare Reform bill, and the Chancellors Autumn statement in November 2015 which include</p> <ul style="list-style-type: none"> • Reduce the amount of time a claim can be backdated apart from specified exceptions • Removing Family premium for new families from May 2016 • Uprate the premiums and applicable amount in line with government uprating • Introduction of an estimated minimum weekly income for working age self employed people who have been trading more than 12 months as outlined above. • Clarify the assessment for people on Universal Credit
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>The changes to the scheme for 2016-17 will mirror that of the Housing Benefits and national Council Tax Support scheme, this will include the fact that premiums and applicable amounts will be frozen for the next 4 years. This will mean that various income assessments will not necessarily increase with inflation. The intention of this is to keep the level of Council Tax Support received by claimants to a comparatively similar level to the previous scheme.</p>
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>A full consultation was carried out with all members of the public via the Budget simulator on the Council's website between the end of October 2015 and the beginning of December 2015</p> <p>We also publicised the consultation to local groups who support the residents of the borough as well as businesses who may work with residents.</p> <p>176 Responses were received to the specific consultation questions on Council Tax Support – a large increase from the 14 responses received the last time a consultation took place on the scheme</p>

	<p>40% of the respondents supported the proposed scheme which included changes to bring the scheme in line with</p> <p>13% supported the current scheme which would have cost additional monies and would have had to be funded from a reducing in other services</p> <p>10% supported protecting all customers and reducing services in other area's of the council to do this</p> <p>16% supported the current scheme but instead of reducing services in other area's to use reserves to fund the scheme</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>n/a</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>The Council has a hardship policy in place to support those in financial hardship</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>Once the proposals are accepted they must stay in place for one year, the authority must then review the scheme and obtain member agreement for the scheme for the following year, during each year the scheme is evaluated and then has the option to review and amend the scheme, during this year we will continue to monitoring the impact of the scheme on our customers.</p>

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

Action Plan and Timetable for Implementation

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

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

Name:

Signed:Jackie Adams(Person completing the EIA)

Name:Joseph Holmes

Signed:(Policy Lead if not same as above)

Date: 6th January 2016

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th January 2016

CONTACT OFFICER: Roger Parkin
(For all enquiries) Strategic Director Customer & Community Services
 (01753) 875207
 Alison Hibbert
 Leisure Strategy Manager (01753) 875896

WARD(S): All

PORTFOLIO: Community and Leisure – Councillor Carter

PART I
KEY DECISION

LEISURE STRATEGY - CAPITAL DEVELOPMENT PROGRAMME

1 Purpose of Report

- 1.1 This report updates members on progress made towards the delivery of three major capital development schemes as part of the Council's wider leisure strategy capital development programme.
- 1.2 It summarises the latest concept proposals for Phase 2 of the Arbour Park community sports facility, the new leisure centre on the Farnham Road Centre site and the refurbishment works of the Ice Arena.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- (a) Arbour Park community sports facility (CSF)
- i. That the phased development of the CSF and funding for Phase 2, detailed in Appendix 1 of this report be agreed.
 - ii. That the operating recommendations for the CSF set out in Appendix 1 of this report be noted; taking account of the need to put in place temporary management arrangements up to June 2017.
- (b) New Leisure Centre, Farnham Road (Centre site)
- i. That the design, facility mix and timescales for delivery of the new leisure centre, detailed in Appendix 2 of this report be agreed.
 - ii. That the funding detailed in Appendix 2, for the development of the new leisure centre is agreed
 - iii. That options for the future operation and management of the new leisure centre detailed in Appendix 2 be noted
- (c) Ice Arena
- i. That the design, facility mix, funding and timescales for the refurbishment works for the ice arena development be agreed as detailed in Appendix 3

(d) That the development of Phase 2 of the CSF, permission to commence on the development of the leisure centre and Slough Ice Arena be recommended for approval by Full Council on 26th January 2016

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

3a Slough Joint Wellbeing Strategy Priorities

All the actions within the Leisure Strategy will contribute towards achieving the overarching vision of the Slough Joint Wellbeing Strategy and will make significant contributions specifically to the health, wellbeing and safer Slough themes.

- **Health and Wellbeing.** Cabinet in July 2014 approved a strategy for leisure, with the overarching aim to "enhance the health and wellbeing of Slough residents by ensuring leisure activity is adopted as a habit for life for all – more people, more active, more often". The causal link between physical activity and overall health indicators is clear, particularly for obesity and heart disease, which are high priorities for Slough.
- **Safer Slough.** The opportunity to participate in shared leisure activities makes a positive contribution to community cohesion and interaction for all members of the varied and diverse community in Slough.
- **Regeneration and environment.** Leisure facilities contribute to the quality of the environment of the town. They provide opportunities to regenerate specific sites and local communities.

Cross-Cutting themes:

Good leisure facilities can improve the image of the town, making Slough a destination for sport and physical activity for local residents who will take a pride in the promotion of their use.

The leisure strategy and improved leisure facilities contribute towards addressing key priorities as set out in the JSNA including childhood obesity, positive activities for young people and cardio vascular disease.

3b Five Year Plan Outcomes

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay – good quality, accessible leisure facilities are attractive to employers to ensure a healthy workforce which is imperative for a businesses success.
- There will be more homes in the borough, with quality improving across all tenures to support our ambition for Slough – the future development of leisure facilities on chosen sites in the town will compliment planned housing developments and assist the organisational aim of maximising the value of assets.
- Slough will be one of the safest places in the Thames Valley – leisure activity can be used as a diversionary activity for young people who could be at risk of anti-social behaviour.
- More people will take responsibility and manage their own health, care and support needs – accessible leisure opportunities in the right location will enhance the health and wellbeing of all individuals living in Slough.

- Children and young people in Slough will be healthy, resilient and have positive life chances – improved leisure facilities will provide children and young people with wider opportunities for participation in sport and physical activity which results in greater physical and mental wellbeing. The proximity of the proposed new facilities to educational establishments will maximise use and allow the Council to realise corporate aims.
- The Council's income and the value of its assets will be maximised through capital development and improvements to its leisure facilities.

4 **Other Implications**

(a) **Financial**

- It is estimated that it will cost the Council £33.4m to build/redevelop these three leisure schemes. Within the current Medium Term Financial Strategy (MTFS) capital programme, funding of:
 - £4.3 million has been allocated for the Phase 1 works, agreed by Cabinet in July 2015, towards the development of the Arbour Park community sports facility. A breakdown of the project costs, including information on the estimated net revenue operating costs are included in appendices 4 and 5 of this report.
 - £3.5 million has been allocated towards the ice arena development. No funding has been allocated to date against the new leisure centre on the Farnham Road site, or any additional costs for Arbour Park and the ice arena schemes.
- The annual cost of funding the £33.4m for these three leisure schemes is estimated at £1.9m for 25 years.
- A bid to Sport England's Strategic Funding Programme will be submitted by officers for potential capital funding towards the financing of the leisure centre this financial year. If successful this would mitigate against the need for the total amount of borrowing against the project.
- There are ongoing, indicative revenue costs related to the CSF scheme of approximately £70k in the first year of Phase 1 operation. This is estimated to fall to a surplus of £3K in year two when phase 2 has been completed and there is the opportunity to promote the facilities for wider community and commercial usage.

(b) **Risk Management**

Project	Risk	Mitigating action	Opportunities
CSF	Finance – The CSF will place additional revenue pressure on the Council at a time when it is seeking to reduce corporate property costs	The CSF will sit within the scope for the re-procurement of the leisure contract passing on financial risk to the incoming leisure provider	The new facility will contribute to more people being physically active, which is a key priority for the Council. Operate the CSF as part of

			the community hub strategy, transferring revenue budgets from rationalised community facilities to offset the anticipated shortfall.
CSF/LC/IA	Planning – Planning conditions not met	Project manager to ensure compliance and planning to be involved in key meetings of the leisure strategy board	
CSF/LC/IA	Health and Safety	Fully addressed for new facilities as they are developed Construction stage issues will be addressed within the construction contract, Operational risks will be considered and developed to respond to the specific risk and will in due course be passed onto the operator to manage.	
CSF/LC/IA	Equalities Issues – the new facilities fail to meet the needs of all	A broad community programme is available to all at all sites.	Improved access to quality facilities will contribute to increasing levels of activity by Slough residents
CSF/LC/IA	Community Support – Objections to development plans	Communications strategy in place	

CSF/LC/IA	Communications – The proposed developments receive adverse publicity	Proactive, joint approach from all partners including the school(s) Newsletters to local residents. Event based communications plan being formulated.	
CSF/LC/IA	Financial (capital) – Costs become inflated and the scheme is unaffordable	Present cost effective option and identify appropriate contingency. Agree fixed price contract with Morgan Sindall and manage potential scope creep	Look at other funding opportunities. Use SUR as a delivery mechanism. This reduces the procurement period and associated construction inflation.
CSF	Financial (revenue) – CSF operates at a significant loss	Identify the operating model that places the least additional pressure on revenue budgets and maximises opportunities for income generation	Transfer responsibility for the management of the CSF onto a third party to alleviate risk. Develop sponsorship strategy.
CSF/LC/IA	Timetable for delivery – Key deadlines are not met	Project management in place and slippage reported early. Provide a back-up plan for unforeseen delays	
CSF/LC/IA	Cost overruns	The building contract will be let on the basis of fixed costs	Opportunities for value management if required.
CSF/LC/IA	Project Capacity – Adequate resources are not in place	Allocate sufficient resources to the management of the programme	Utilise SUR and expert advisor to augment in-house expertise and ensure the project is delivered on time.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights implications in regard to this report.

Local authorities have a range of powers to deliver cultural services which includes both recreation and sport. This would include the delivery of leisure centres and sports facilities which are all discretionary services.

The procurement of the construction works has been settled through the use of the Council's LABV (local asset backed vehicle). The Council will be contracting with Slough Urban Renewal to deliver both the CSF and the new leisure centre once the bespoke terms relating to the specific developments are agreed.

There are a range of construction and commercial contract issues that need to be resolved in relation to the delivery of the schemes.

(d) Equalities Impact Assessment

A full EIA will be completed for the proposed capital schemes once the scope has been agreed.

(e) Workforce

The delivery of the leisure capital programme will require specialist roles including dedicated project management and these will be built into the capital costs of the programme going forward.

(f) Property

See section 5 and associated appendices.

(g) Carbon Emissions and Energy Costs

All new buildings will be built to be energy efficient but will increase CO2 overall. A BREEAM standard of 'very good' aims to be achieved on all new build developments and for a percentage of energy to come from low or zero carbon sources.

5. Supporting Information

- 5.1 The Council aspires to provide the very best leisure facilities for its local residents; facilities that are accessible, in prime locations across the town. Increasing the participation rates of people who live in Slough in sport and physical activity is a key priority for the Council; getting more people, more active, more often.
- 5.2 Over the last eighteen months the Council has undertaken a series of feasibility, option appraisals and business case exercises to ensure that the future leisure offer in the town meets local demand and addresses the diverse needs of our communities.

- 5.3 In July 2014 Cabinet approved the adoption of the Council's five year leisure strategy. The strategy identified a core network of specialist facilities and recommended that a replacement facility for Montem be considered, that improvement works to both Slough Ice Arena and Langley Leisure Centre be undertaken to extend their lifespan for the next 15 to 20 years and that a new CSF be developed on the Arbour Park site.
- 5.4 Appendix 1 of this report details progress to date on the Arbour Park community sports facility. Cabinet agreed in July 2015 to implement the phased development of the Arbour Park community sports facility. The delivery of the CSF was a key Manifesto pledge, now adopted as Council policy, increasing opportunities for the community to participate in sport and physical activity. In addition Cabinet instructed officers to undertake works to further develop designs and costs for the Phase 2 development. This work has now been completed and is detailed in appendix 1.
- 5.5 Appendix 2 of this report details the latest design proposals and facility mix of the new leisure centre on the Farnham Road Centre site. It clarifies estimated costs for construction, timescales for delivery and future operating costs and models.
- 5.6 Appendix 3 of this report details the latest design proposals for the refurbishment of the ice arena with estimated costs and timescales for delivery.
- 5.7 **Finances**
Appendix 4 of this report details indicative capital costs for all three schemes. These costs are inclusive of SUR consultancy, legal fees and internal Council costs.
- a. CSF new build – £7.9 million
 - b. Leisure Centre new build - £17.8 million
 - c. Ice Arena development - £7.7 million
- 5.8 Appendix 5 of this report details annual estimated revenue operating costs for all facilities detailed in this report. Independent business cases have been prepared by FMG on the operating costs of the new leisure centre and refurbished ice arena. More recently in December 2015 Strategic Leisure undertook a piece of work to look at revenue operating costs and income generating opportunities for the CSF.
- 5.9 The CSF will require an estimated subsidy of £70K in the first 10 months of operation of the phase 1 facility. It is estimated that on completion of the phase 2 development that the facility has the opportunity to operate at a surplus.
- 5.10 The management and operating costs of the new leisure centre indicate a net surplus of circa £400K per annum.
- 5.11 The management and operating costs of the refurbished ice arena indicate a net surplus of circa £31K per annum.

6 **Comments of Other Committees**

None

7 **Conclusion**

- 7.1 The Council's five year Leisure Strategy details the Council's aspirations for the development and improvement of its leisure facilities. All new and improved leisure provision will have the potential to offer a programme of activity attracting local people of all ages to become more active, more often.
- 7.2 The CSF is currently under construction with Phase 1 scheduled to be completed by 15th August 2016. Subject to approval, Phase 2 will be developed concurrently and it is not anticipated that there will be any impact on the handover or operation of Phase 1. On the basis of the development program for Phase 2, handover for is expected in spring 2017.
- 7.3 It is proposed to commence the new leisure centre development with the demolition of the existing Centre building commencing October 2016.
- 7.4 The ice arena development works will ensure a scheme that is sympathetic to the proposed residential development and will provide a facility with a wider offer of activity to local people.

8 **Appendices Attached**

1. Arbour Park – Community Sports Facility
2. Farnham Road – Leisure Centre
3. Slough Ice Arena refurbishment
4. Capital costs
5. Revenue operating costs
6. Ice Arena Facilities – South

9 **Background Papers**

- '1' Leisure Strategy Cabinet Report – July 2014
- '2' Leisure Strategy Cabinet Report – March 2015
- '3' Arbour Park Cabinet Report – July 2015
- '4' Business planning options for the replacement of Montem Leisure Centre – January 2013*
- '5' Business Case – Arbour Park CSF - 2015*
- '6' Business case – New leisure centre – 2015*
- '7' Business case – Refurbished ice arena – 2015*

* Contains exempt information. Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

Appendix 1 – Arbour Park – Community Sports Facility

1. Background

1.1 The Arbour Park development comprises 4 separate schemes which are interdependent and includes:

- The new Lynch Hill Free School,
- Internal remodelling to St Joseph's Secondary School,
- A 4 court sports hall, grass playing pitch and MUGA for St Joseph's
- A new community sports facility (CSF).

1.2 The proposed CSF aims to develop a phased, community focused project with the following:

- A community sports facility which meets both FA Grade C (upgradable to A if required) and FIFA 2 Star pitch criteria and standards for football use
- A flexible use 3G artificial pitch provision which can be used for a variety of sports including football and rugby
- Spectator capacity of up to 1,950 with a minimum of 250 covered.
- Flood lights with appropriate Lux levels
- Changing facilities for home and away teams
- Changing facilities for officials
- First aid and physiotherapy facilities
- Spectator wash rooms
- A function room with capacity for seating 160
- Bar
- Kitchen
- A hospitality area with Director facilities
- A hospitality area for home and away players and supporters
- Ticket office
- Turnstiles
- Car parking (102 dedicated spaces plus shared use of the adjacent Lynch Hill School's car park)

1.3 Phase 1

Since Cabinet's decision in July 2015 to commence with the phased development of the CSF, phase 1 development has begun. The revised Phase 1 scheme delivers all minimum requirements for the FA and FIFA standards and has been developed to include the construction of a ground floor facility as part of the main stand proposals. This has been designed to deliver the original phase 1 requirements to deadlines, reported to Cabinet in July 2015.

1.4 The primary advantage of this scheme is that the temporary extension to the St Joseph's sports hall is no longer required at an estimated cost of £300K. The Phase I construction will now form the permanent ground floor of the main stand and this has been designed to further rationalise the design based on the minimum requirements and gave officers more time to develop a robust and viable model as part of the Phase 2 proposals.

1.5 Phase 2

Phase 2 of the scheme will deliver the first floor accommodation of the main stand. This construction phase will continue without interrupting the opening and operation of the overall facility in August 2016. The first floor facility will house the main hospitality facilities, which will give the finished facility greater potential to generate income. Phase 2 includes:

- Flexible function room with 160 seating capacity
- Bar
- Kitchen (commercial)
- Board / Directors Room
- External balcony area
- Wash rooms
- Lift

1.6 Operating options

The Council's leisure contract is due for renewal on the 1st June 2017. We are currently looking in detail at the scope of the contract and at this stage it is anticipated that the new CSF would sit in this portfolio, which we aim to go to the market with in May 2016.

1.7 This being the case we would need to confirm operating arrangements for the interim 10 months from the planned opening of phase 1. Current options are:

- Add to the existing leisure contract with Slough Community Leisure to operate for a ten month period at a cost to the Council as the full income generating opportunities will not be realised until the completion of Phase 2
- Go to the market to appoint an interim operator for ten months at a cost to the Council as the full income generating opportunities will not be realised until the completion of Phase 2
- Run in-house; combined between leisure and facilities team for 10 months

It is recommended that for a ten month interim period that the Council operate the facility in-house up to 1st June 2017, when the Council's preferred leisure provider would take over the operational management of the facility.

1.8 Finance

Appendix 4 details the latest break down of both capital and revenue operating costs of the facility.

Capital costs

The total capital costs of the facility are currently estimated at £7.9 million

Operating revenue costs

Estimated net operating costs have been based upon the development of a financial model provided by the Football Association (FA) and a desk top exercise carried out by Strategic Leisure in December 2015. Calculations are based inclusively on phase 2 completion and the pitch having a minimum use of 50 hours a week.

Income generation includes:

- Hire of pitch
- Coaching courses
- Room hire for functions
- Catering
- Ticket income (to be collected by the football club)
- Advertising
- Sponsorship

1.9 Operational expenditure is based on

- Staffing (2 members of staff on duty as a minimum)
- National Non Domestic Rates
- Building costs - maintenance, replacement and sinking fund
- Pitch and floodlighting – maintenance, replacement and sinking fund
- Insurances
- Other goods and equipment
- Operator overheads

In the first ten months of opening the phase 1 CSF only it is estimated that the facility will require a subsidy of approximately £70,000 until the completion of phase 2, when income opportunities are improved with a wider offer of facilities.

1.10 **Timescales**

The timescales for the development of the scheme have been driven by the necessity to provide an FA and FIFA compliant facility for the start of the 2016/17 football season to enable Slough Town Football Club to play home league games. Phase 1 will deliver this.

1.11 The completion of Phase 2 of the development is estimated for spring 2017.

This page is intentionally left blank

Appendix 2 - New Leisure Centre – Farnham Road Centre site

1. Background

1.1 In March 2014 Cabinet agreed to The Centre as being the preferred site for a new leisure centre, replacing the existing Montem Leisure Centre and instructed officers to develop a feasibility and business case model for the leisure centre. The results of this piece of work were presented to Cabinet in March 2015 and recommended the following core offer:

- 25m x 8 lane swimming pool 1
- 10 x 15m teaching pool with moveable floor,
- spectator seating for 250
- wet side changing village
- 5 court sports hall
- 125 station gym
- 2 x squash courts
- 3 x exercise studios
- Dry side changing facilities
- Cafe

1.2 Since then a masterplan for the site and concept designs for the new facility has identified opportunities for a mix of leisure, residential and other community facilities and services. This exercise has been undertaken in partnership with Slough Regeneration Partnership (SRP) and Morgan Sindall (MS)

1.3 Slough Clinical Commissioning Group (CCG) has shown an interest in co-locating on the site and has highlighted a requirement of up to 12,000 sq ft. This offers a good opportunity to provide a more holistic and joined up health offering to local people. The CCG requirements cannot be met within the current design and whilst options for this possible co-location are to be progressed, to avoid delays the leisure centre will be designed for a future phased approach.

1.4 The current scheme being considered aims to deliver:

- A leisure centre incorporating:
 - 8 lane swimming pool with separate teaching pool with moveable floor, spectator seating for 100 and wet side changing village
 - 5 court sports hall
 - 132 station gym
 - 3 exercise studios
 - Dry side changing facilities
 - Facilities for consultation / treatment rooms e.g. physiotherapy and sports injury clinic.
 - Option for additional car parking with a decked system
- Residential development and a health centre as part of a phased approach to be delivered on the wider development site after completion of the leisure centre.

1.5 Timescales for delivery

Current estimated timescales indicate a 24 month development programme; delivering the new leisure centre in the autumn 2018.

1.6 The timescales for the development of the scheme have been driven by a number of dependencies including the relocation of the registrar's service from their current location in the Centre, to other suitable premises. In regard to the de-commissioning of The Centre; lead in time and notice to terminate the lease and management agreement must be given to the present operator, Slough Community Leisure.

1.7 Finance

The capital funding package for the scheme is detailed in Appendix 4 of this report and details the capital costs for the development at £17.8 million which are inclusive of SRP consultancy, legal fees and internal Council costs.

1.8 An expression of interest for capital funding support to Sport England will be submitted to their Strategic Funding Programme in the New Year and if successful will reduce the amount of capital borrowing for the scheme.

1.9 The management and operating costs of the new leisure centre indicate a net surplus of circa £400K per annum.

1.10 The opportunity to combine a health centre / GP surgery into the development will provide a source of ongoing revenue income to the Council.

1.11 The earliest closure of the existing Montem Leisure Centre will help in driving down costs of essential repairs and maintenance. It is expected that in the next 3 years a sum of £500K will be required to keep the building operational and there is still the ongoing risk of major mechanical and electrical failure, which will require the facility to close prematurely.

1.12. The earliest demolition of Montem Leisure Centre will allow the proposed residential scheme on the Montem Lane site to commence, releasing capital receipts

1.13 Management and operating options

The Council's leisure contract is due for renewal on the 1st June 2017. We are currently looking in detail at the scope of the contract and at this stage it is anticipated that the new leisure centre would sit within this new contract, which we aim to go to the market with in May 2016. Between now and May 2016 we will be undertaking a programme of soft market testing, contacting a number of leisure providers to test the current climate. Early assumptions are that the new contract would not be subsidised by the Council through a management fee.

Appendix 3 – Slough Ice Arena Refurbishment

1. Background Information

- 1.1 Cabinet agreed in March 2015 for officers to look at options for the refurbishment of the existing Slough Ice Arena on the Montem Lane site.
- 1.2 Slough Ice Arena was built in 1986 as a two storey, steel framed, metal clad building; a common design for ice facilities of that decade. In 2011 the original refrigeration units were replaced with leased units after a series of refrigeration failures. At thirty years of age the building now requires extensive mechanical and electrical upgrading and major plant renewal as well as internal refurbishment to the main facilities and fixtures and fittings. A property condition survey carried out in 2012 estimated that a sum of £2.6 million would be required to keep the facility operational up to 2017.
- 1.3 The ice arena serves a wide catchment area (see appendix 6) and is a popular facility for young people, particularly females. It is home to the Slough Jets ice hockey team, the Robin Cousin's ice skating academy, and SPICE (a highly successful ice skating club for individuals with a disability). It attracts over 140,000 users per annum.
- 1.4 Proposals for the ice arena refurbishment being considered are:

A programme which enhances the building for wider community use by:

- Incorporating an extension to the building frontage (to make it more visible from the Bath Road providing additional space for other activity)
- Replace all major plant including refrigeration and heating systems
- All utility supplies and major plant to be stand alone from the leisure centre
- Over cladding of main roof structure
- Replacement of ice rink barrier and protective glass
- New LED lighting system
- New seating
- New flooring
- New café
- New reception area
- Major improvement to internal facilities (changing and wash rooms) and decoration to all parts of the building

1.5 Operating options

The Council's leisure contract is due for renewal on the 1st June 2017. We are currently looking in detail at the scope of the contract and at this stage it is anticipated that the ice arena would sit in this portfolio, which we aim to go to the market with in May 2016.

1.6 Finances

The capital funding package for the proposed improvement works is estimated at £7.7 million and the break down of these costs are detailed in appendix 4 of this report. These costs are inclusive of SRP consultancy, legal fees and internal Council costs.

1.7 **Timescales**

It is estimated that the improvement works will take nine months to complete and the facility will be required to close for this whole period. It is proposed to commence the works in autumn 2016.

Appendix 4 - Leisure Capital Programme

	Arbour Park	Leisure Centre	Ice Arena	
CAPITAL COSTS	££	££	££	Notes
Building costs	£ 5,326,029	£ 11,761,343	£ 6,187,923	
Other building costs	£ 1,323,309	£ 3,017,799	£ 505,296	Prelims and OH&P
Inflation costs		£ 349,997	£ 110,486	
Total construction costs	£ 6,649,338	£ 15,129,139	£ 6,803,705	
Professional fees and investigations	£ 419,876	£ 970,600	£ 55,974	
Other costs	£ 150,841	£ 333,322	£ 166,996	SRP costs
TOTAL MS COSTS	£ 7,220,055	£ 16,433,061	£ 7,026,675	
SBC Project Management Costs	£ 65,000	£ 260,000	£ 65,000	Based on 3 years
IT Costs	£ 30,000	£ 20,000	£ 20,000	
Legal Costs	£ 70,000	£ 70,000	£ 50,000	
Fit Out Costs	£ 100,000		£ 50,000	
Equipment	£ 100,000		£ 50,000	
'Other' Costs	£ 50,000	£ 200,000	£ 50,000	Client advisors
Contingency - 5% of MS Costs	£ 361,000	£821,653	£351,333	
TOTAL SBC COSTS	£ 776,000	£ 1,371,653	£ 636,333	
TOTAL CAPITAL COSTS	£ 7,996,055	£ 17,804,714	£ 7,663,008	

This page is intentionally left blank

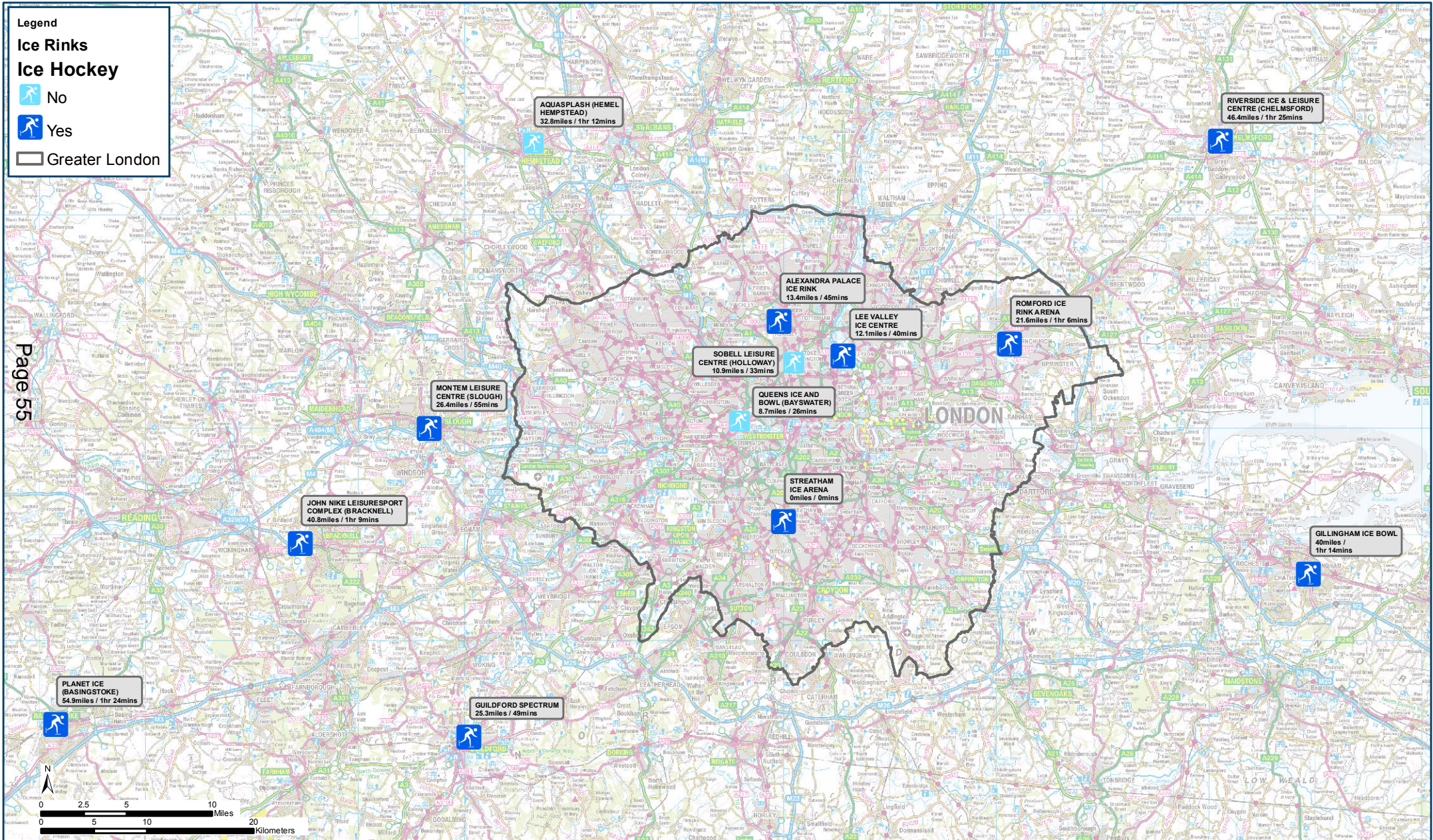
Appendix 5
Operational Revenue Costs

Arbour Park - CSF		Leisure Centre		Ice Arena	
Expenditure	££		££		££
Salaries and wages	£ 115,408	Salaries and wages	£ 915,979	Salaries and wages	£ 407,725
Total premises	£ 75,254	Total premises	£ 525,002	Total premises	£ 364,401
Advertising and marketing	£ 18,574	Advertising and marketing	£ 48,834	Advertising and marketing	£ 37,165
Total other costs	£ 4,728	Total other costs	£ 58,696	Total other costs	£ 70,484
Total costs of goods sold	£ 12,895	Total costs of goods sold	£ 150,328	Total costs of goods sold	£ 82,731
Total OHP and VAT	£ 14,739	Total OHP and VAT	£ 307,228	Total OHP and VAT	£ 135,596
TOTAL	£ 241,598	TOTAL	£ 2,006,067	TOTAL	£ 1,098,102
Income					
Pitch income	£ 127,205	Sports Hall	£ 110,923	Ice Rink	£ 860,789
Conference and banqueting	£ 34,200	Health & Fitness	£ 1,321,676	Other income	£ 9,177
Bar	£ 35,878	Swimming	£ 711,228	Café	£ 87,656
Vending	£ 16,083	Café	£ 171,803	Vending	£ 52,594
Function Room	£ 21,320	Vending	£ 85,902	Retail	£ 9,900
Advertising and sponsorship	£ 1,051	Retail	£ 21,475	Rental Income	£ 21,780
Other income	£ 8,930	Other income	£ 10,000	Other Activity	£ 88,047
TOTAL	£ 244,667	TOTAL	£ 2,433,007	TOTAL	£ 1,129,943
NET Surplus	£ 3,069	NET Surplus	£ 426,940	NET Surplus	£ 31,841

This page is intentionally left blank

Ice Rinks within 55 miles drive distance of Streatham Ice Arena

 Ice rink data sourced from Sport England's national facility database - www.activeplaces.com

 Travel calculations (drive distance and drive time) sourced from the AA's Route Planner - www.theaa.com/route-planner


This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18 January 2016

CONTACT OFFICER: Dean Tyler, Head of Policy, Partnerships & Programmes
(For all enquiries) (01753) 875847

WARD(S): All

PORTFOLIO: Councillor Anderson, Leader of the Council, Finance and Strategy

PART I
KEY DECISION**FIVE YEAR PLAN 2016 – 2020****1 Purpose of Report**

To recommend to the Council to agree the refresh of the Five Year Plan which sets out the focus of the Council's work over the next five years. The refresh is intended to ensure that -

- the actions we are taking to achieve the previously agreed eight outcomes remain the right actions
- our forward planning is aligned with the budget and medium term financial planning

2 Recommendation

The Cabinet is requested to recommend the Council to agree the refresh of the Five Year Plan attached as Appendix 'A'.

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

The five year plan relates to all aspects of the Slough Joint Wellbeing Strategy's (SJWS) priorities and cross-cutting themes as set out below.

Priorities:

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

Cross-Cutting themes:

- Civic responsibility
- Improving the image of the town

The SJWS is due to be refreshed in 2016 and the review will be carried out in the light of the direction of the five year plan.

The five year plan has been developed using the evidence base of the JSNA and the Slough Story.

4 **Other Implications**

(a) Financial

The five year plan has been used to determine the council's spending priorities from 2016/17. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the refresh looks ahead for the five years 2016 to 2020.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal		
Property		
Human Rights		
Health and Safety		
Employment Issues		
Equalities Issues		
Community Support		
Communications		
Community Safety		
Financial		The plan provides a mechanism to make budget decisions from 2016/17.
Timetable for delivery		
Project Capacity		
Other		

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications. The specific activity in the plan and outcome plans may have legal implications which will be brought to Cabinet separately. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

Equality Impact Assessments will be prepared for specific actions within the plan when required.

5 **Supporting Information**

- 5.1 The introduction of the Five Year Plan in 2015 replaced the previous Corporate Plan. In so doing it was accepted that as a result of the funding challenges the

council faces we needed a new approach to forward planning over the medium term.

- 5.2 The Five Year Plan sets a vision for the borough against which the council will prioritise its resources. It is therefore an important element of our strategic narrative in explaining our ambitions for Slough and how we are delivering major schemes to transform the borough for the better while at the same time ensuring that vital services for those most in need are provided. It also describes the role of the Council in achieving this, recognising the importance of working in partnership with our key stakeholders as well as our communities.
- 5.3 The refreshed plan is attached as Appendix A. The eight outcomes are unchanged although the actions in the outcome plans section have been updated to ensure that these are the right actions to achieve the outcomes going forwards. *Changes are shown in italics.*
- 5.4 The Cabinet is asked to recommend the Council to agree the refreshed plan.

6 Measuring progress

- 6.1 In March Cabinet will received an Annual Report of progress made during the first year of the Five Year Plan, with case studies and performance indicators setting out how we are delivering the eight outcomes.
- 6.2 Cabinet already receive a regular update of the Corporate Balanced Scorecard which includes a more detailed set of outcome measures. The refresh of the Five Year Plan includes a summary of the types of success measures that will be used to keep track of how we are achieving the outcomes.
- 6.3 Given that this has been the first year of the Five Year Plan the refresh has been relatively light-touch. During the autumn we will embark on a more extensive process involving all Cabinet Members to refresh the actions and ensure that we have a robust set of indicators to measure success. This will align the success measures that are currently spread across the Five Year Plan and Corporate Balanced Scorecard.

7 Comments of Other Committees

- 7.1 Although other committees were not been involved in the refresh the introduction of the Five Year Plan involved a programme of engagement with various bodies and partners such as the Wellbeing Board and Partnership Delivery Groups to explain the new approach as well as the outcomes themselves and planned actions.
- 7.2 The Slough Wellbeing Board is holding a workshop on 21 January to review its role as well as the way in which the wider partnership network operates in Slough to ensure that the collective resources available from all those working in Slough are used to best effect. To this end, the Wellbeing Board will look to refresh the Slough Wellbeing Strategy during 2016.
- 7.3 The Council's Scrutiny function will be utilised to challenge and track progress of the outcomes.

8 **Conclusion**

8.1 The refreshed plan will provide the strategic direction for the organisation over the next five years and will enable a clear focus of resources and activity.

9 **Appendices Attached**

'A' Five Year Plan

10 **Background Papers**

None.

Five Year Plan 2016 – 2020

Growing a place of opportunity and ambition

The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated. We have reviewed the Outcome Plans to update the actions in place to deliver these and set out how we will work with our partners and communities.

Our ambition is for Slough to be:

- A place where people *choose* to live and work and where children can grow up to achieve their full potential
- One of the most attractive places to do business in the country, with excellent communications, business accommodation and a skilled, and available workforce

Opportunities and challenges

We have reviewed the evidence about the people and place of Slough and have identified the following opportunities and challenges facing the town:

- A young, growing and dynamic population
- An unhealthy population, inequality in healthy lives
- Importance of continuing growth of the healthy economy of the town
- *Crossrail and Heathrow attracting new development*
- A critical need for housing and improved places to live
- Community safety and safeguarding our most vulnerable residents
- Improving the identity and vibrancy of the centre of the town

People are proud to live and work in Slough. We are ambitious for Slough's future and, despite the context of reducing resources and increasing demand, have bold plans in place to deliver the best outcomes for the town and its people.

The underlying strength of our economy and reputation as a place to invest means that growth provides a number of opportunities. Inward investment, regeneration and infrastructure improvements will bring real benefits to Slough. The reform of business rates means that we will be able to retain more of these. The provision of more housing will not only meet much needed demand in Slough but also contribute to the achievement of many of the outcomes in this plan. In addition, greater levels of Council Tax will be important to our income as grant from Government reduces.

*Becoming more **entrepreneurial** by developing these twin sources of income and other opportunities is essential to our finances as grant from Government decreases every year – especially as demographic growth continues to add pressure on services including school places and the costs later in life of adult social care.*

Role of the council

Slough Borough Council will meet these challenges and opportunities by:

- Demonstrating community leadership
- Shaping and managing the changing place
- Supporting the most vulnerable
- Enabling people to help themselves

The financial context means that local authorities are having to ask difficult questions about the future role of the Council. We need to rethink not only what we do but also the way that we work because the traditional approach to service provision is not sustainable. The Five Year Plan means that we are clear in Slough about the priorities facing us and the Outcome Plans set out how we will work with others to achieve these.

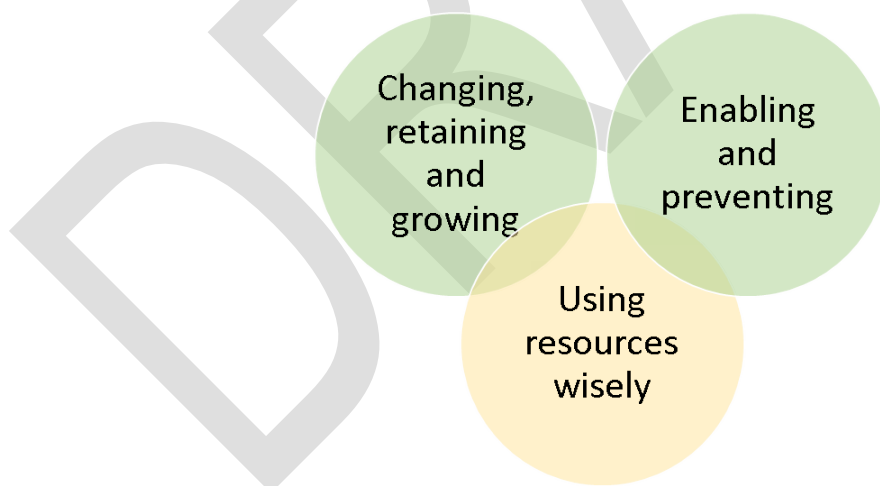
Wherever possible we will look to manage future demand for services through targeted intervention and prevention. We will always ensure that the most vulnerable in our community know how to get the support they need. We will enable people to do more for themselves, building on the strengths of our communities and partnerships.

As importantly, we will develop our plans to build a place of opportunity and ambition for Slough.

Our approach

We have grouped our response to Slough's opportunities and challenges in three themes - shown below. We will focus our activity on the first two themes and the actions required to achieve the stated outcomes. **Resources will primarily be allocated to achieve these outcomes.**

Resource allocation will be evidence based – there will need to be a demonstrable, evidenced link between the outcome and the key action.



*At the heart of everything we do are the **people** of Slough – they are our residents, customers, service users – the communities that together give Slough its identity. It is our responsibility to ensure that as we change the way we do things, we communicate and engage with people so that they understand what is happening around them and why.*

Our outcomes

The following outcomes will shape the work of the Council to respond to the opportunities and challenges facing the town:

Changing, retaining and growing

- Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay
- There will more homes in the borough, with quality improving across all tenures to support our ambition for Slough
- The centre of Slough will be vibrant, providing business, living, and cultural opportunities

Enabling and preventing

- Slough will be one of the safest places in the Thames Valley
- More people will take responsibility and manage their own health, care and support needs
- Children and young people in Slough will be healthy, resilient and have positive life chances

Using resources wisely

- The Council's income and the value of its assets will be maximised
- The Council will be a leading digital transformation organisation

How we will deliver our outcomes

- By working with local people and helping them to do more for themselves
- By working with a range of partners in the public, private and voluntary sectors.
- Through our staff by recruiting, retaining and developing a skilled workforce
- We will consider the needs of businesses in everything we do

The cross cutting outcomes are important in defining how we join up resources to focus on things that matter most. Our outcomes approach means we will increasingly be seen to be acting as 'One Council'.

Our Transformation programme will define what the Council will be like in 2020 and how we get there. We are clear about the fact that the future will be different from the past. In recent years the role of the Council has shifted away from direct delivery of many services. New skills and capabilities, such as commercial awareness and contract management, are becoming increasingly valuable.

Many of our partner organisations are facing the same twin challenges as the Council – rising demand at a time when resources are diminishing. Like us, they cannot deliver their outcomes without additional support. What we also have in common is that we are all working with the same, or subsets of the same, population. We will work through the Slough Wellbeing Board and our wider partnership network to coordinate action and resources to achieve the best results for Slough.

How the five year plan will be used

- To drive the decisions made in the medium and long term financial strategy
- To focus on delivery of outcomes by prioritising reducing resources
- As a basis on which to have discussions with partners about the services they provide
- To develop a performance framework to which services and staff will be held accountable

Outcome Plans

Each of our outcomes will be delivered through key actions delivered by the council in partnership with a range of organisations and the community. Below is a summary of those actions. The detail of delivery, including performance measures, is set out in individual plans for each outcome. *The table below therefore includes a summary of the types of success measures that will be used to keep track of how we are achieving the outcomes.*

Note that the numbering of the outcomes 1 to 8 is not an indicator of their respective priority.

Our outcomes – by 2020	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
Changing, retaining and growing			
1. Slough will be the premier location in the south east for businesses of all sizes to locate, start, grow, and stay	<ol style="list-style-type: none"> 1. Establish a business inward investment and retention function 2. Ensure a fit for business transport infrastructure 3. Enable partners to support residents to develop skills to meet local employers' needs 4. Develop planning policies which deliver more high value business properties to meet modern needs 5. Agree a coordinated plan to <i>maximise the benefits</i> of Cross Rail and Western Rail Access to Heathrow 6. Develop a more mutually-beneficial relationship with Heathrow Airport 7. Ensure that gateways to the town, prominent places and green spaces are clean and well-maintained 	<ul style="list-style-type: none"> • Public and private transport providers • SEGRO • Thames Valley Berkshire Local Enterprise Partnership • Slough Aspire • East Berkshire College • Key landlords, developers and commercial property agents • Heathrow Airport Limited • Slough Regeneration Partnership • Secondary schools 	<p><i>Business rate income</i></p> <p><i>New business investment</i></p> <p><i>Bus punctuality</i></p> <p><i>Local skills</i></p> <p><i>Unemployment rate</i></p>
2. There will be more homes, with quality improving across all tenures to support our ambition for Slough with the necessary infrastructure to support and sustain the community	<ol style="list-style-type: none"> 1. Higher quality private <i>rented</i> sector housing will be a valued housing option and will reduce long term health problems 2. Make best use of existing <i>public sector</i> housing stock 3. Utilise land and resources in and outside of our direct control to develop new homes across all tenures to meet local need 	<ul style="list-style-type: none"> • Private rented sector landlords • Private sector developers • Registered Providers • Slough Regeneration Partnership 	<p><i>Increase in council tax base and new homes bonus</i></p> <p><i>Numbers of new homes built including affordable</i></p> <p><i>Levels of homelessness</i></p> <p><i>Void turnaround times</i></p> <p><i>Progress towards</i></p>

Our outcomes – by 2020	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<ol style="list-style-type: none"> 4. Make better use of land and existing housing within the borough including using opportunities for new high quality, family and high density residential developments 5. Prevent homelessness where possible through early intervention and using a range of housing options 6. <i>The Council will actively promote a new garden suburb in an area to the north of Slough</i> 		<i>new Local Plan</i>
3. The centre of Slough will be vibrant, providing business, living and cultural opportunities	<ol style="list-style-type: none"> 1. Define and establish the Centre of the Town as a destination 2. Develop gap sites to stimulate the local economy by introducing a mix of residential, retail and office space 3. Understand through consultation and intelligence the current and future retail and business needs and expectations of the High Street 4. Cultivate a vibrant town centre 5. Expand the evening economy 6. Deliver a One Public Estate Strategy 7. Ensure the Curve continues to be operationally successful 8. 'Slough the place of innovation' 	<ul style="list-style-type: none"> • Retailers • Developers • Land owners • Slough CCG • Public sector partners 	<i>Town centre business rate income</i> <i>Town centre footfall</i> <i>Increase in engagement opportunities</i> <i>Investor and develop enquiries</i>
Enabling and preventing			
4. Slough will be one of the safest places in the Thames Valley	<ol style="list-style-type: none"> 1. Build on success in making Slough safer 2. <i>Promote Slough as a positive and safe place</i> 3. Build on success in tackling anti-social behaviour 4. Deliver the council's community cohesion 	<ul style="list-style-type: none"> • Members of the Safer Slough Partnership • Schools • Community organisations 	<i>Crime rates</i> <i>Anti social behaviour</i> <i>First time entrants to the Youth Justice system</i> <i>Increase in sessions</i>

Our outcomes – by 2020	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	strategy		<i>raising awareness of safeguarding related issues</i>
5. Children and young people in Slough will be healthy, resilient and have positive life chances	<ol style="list-style-type: none"> 1. <i>Enable children and young people to lead emotionally and physically healthy lives.</i> 2. <i>Enable children to live safe, independent and responsible lives</i> 3. <i>Enable children and young people to enjoy life and learning, to feel confident about their futures and aspire to achieve to their individual potential</i> 	<ul style="list-style-type: none"> • The new Children's Services Organisation • Members of the Children and Young People's Partnership • The Local Children's Safeguarding Board • Schools 	<p><i>Establishment of a 'good' children's service</i></p> <p><i>Children's referrals to social care</i></p> <p><i>Improvement in children's health</i></p> <p><i>Education outcomes</i></p> <p><i>Levels of those not in education, employment or training (NEETs)</i></p>
6. More people will take responsibility and manage their own health, care and support needs	<ol style="list-style-type: none"> 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 3. Develop preventative approaches to ensure that vulnerable people become more able to support themselves 4. Build capacity within the community and voluntary sector to enable a focus on supporting more people to manage their own care needs 5. Put in place new models of social care for adults <i>with a focus on an asset based approach and direct payments</i> 6. Ensure people are at the centre of the <i>adult</i> safeguarding process and are supported to manage any risks 	<ul style="list-style-type: none"> • Social care providers • Voluntary and community organisations • <i>Residents</i> • Slough CCG • Thames Valley Police • Probation Service • Leisure provider and sports' agencies • Slough Safeguarding Adults Board 	<p><i>Smoking levels</i></p> <p><i>Increase in NHS health checks</i></p> <p><i>Levels of physical activity</i></p> <p><i>Reduction in total spend on adult social care</i></p> <p><i>Reduction in both the number of people supported by adult social care and the council and the amount of care and support people receive</i></p> <p><i>Increase in those supported by voluntary and community sector</i></p> <p><i>Levels of social isolation</i></p>
Using resources wisely			
7. The Council's income and the value of its assets	<ol style="list-style-type: none"> 1. Increase the collection rates of Council Tax and Business Rates 	<ul style="list-style-type: none"> • Arvato • Slough Regeneration 	<i>Council Tax and Business Rates collection rate</i>

Our outcomes – by 2020	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
will be maximised	<ol style="list-style-type: none"> 2. Maximise the use of its capital resources to increase revenue savings and make the capital strategy affordable 3. Remove subsidies where appropriate and maximise revenue from fees and charges 4. Maximise income from investment properties 5. Use new approaches to revenue and asset maximisation through the <i>exploration of a Subsidiary Housing Company (SHC) and Slough Urban Renewal (SUR)</i> 6. Rationalise the operational property estate, through disposals and shared use 7. Maximise savings from procurement, commissioning and contract management 8. Ensure that a revolutionised approach to household waste collection is in place 	Partnership	<p><i>Fees and charges</i></p> <p><i>Additional capital receipts</i></p> <p><i>Reduction in net property/assets running costs</i></p> <p><i>Reduce costs of waste collection service and increase income from recycling and commercial waste</i></p>
8. The council will be a leading digital transformation organisation	<ol style="list-style-type: none"> 1. <i>Develop and deliver a programme of activity to support the council's overall transformation programme including:</i> <ul style="list-style-type: none"> • <i>Using our data to improve our understanding of our customers and residents</i> • <i>Helping customers to access services and information digitally</i> • <i>Communicating with our customers, residents and staff using digital technology and social media</i> • <i>Making our processes more efficient</i> • <i>Ensuring that we have the right technology to</i> 	<ul style="list-style-type: none"> • Arvato 	<p><i>Improved systems to ensure that more transactions completed online</i></p> <p><i>Reduction in face to face transactions</i></p> <p><i>Council tax and business rate payments by direct debit</i></p> <p><i>More efficient use of office space and desks</i></p>

Our outcomes – by 2020	Key actions - to achieve the outcome SBC will ...	Partners who will contribute to the outcome	'SMART' Success Measures will include
	<i>facilitate our ambitions</i> <ul style="list-style-type: none"> • <i>Ensuring our staff can work effectively anywhere</i> • <i>Providing our staff with the skills to respond to digital changes</i> • <i>Sparking innovation with the aim of becoming a smart city</i> 		

Note – a number of the key actions will contribute to delivering more than one outcome

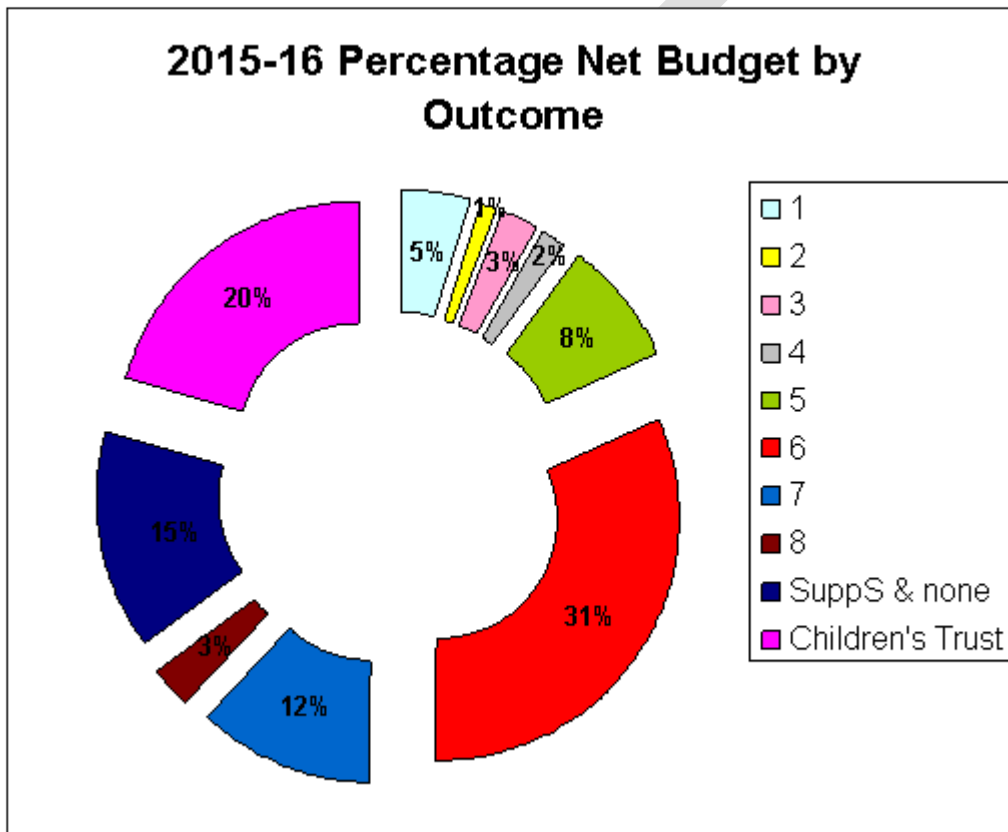
DRAFT

The budget

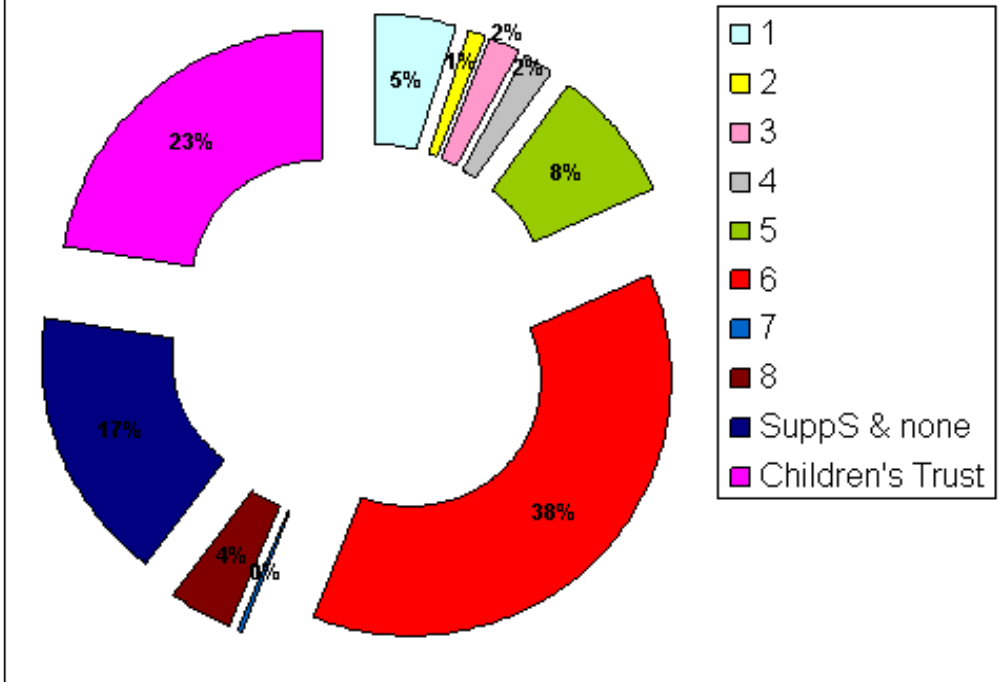
We are facing some significant financial challenges during the five year period. With large reductions in government funding, we will become completely reliant on Council Tax and Business Rates income to provide services. We will also see some challenges to service expenditure, especially with increasing demand for many of our services from our rapidly growing population, as well as some major government reforms to the funding of adult social care and welfare reforms such as Universal Credit.

The fact that our cost base will need to reduce by 35% by the end of the Five Year Plan is a key driver for the Five Year Plan and the transformation work that is either underway or planned. The introduction of outcomes is intended to provide clarity about the Council's priorities and where resources will be allocated. We are moving away from the traditional approach of salami slicing individual departmental budgets to outcome based budgeting. This is designed to ensure greater resilience for the Council in the future.

The charts below show the shift in financial resources across outcomes (% change to comparative outcome budget 2015-20)



2019-20 Percentage Net Budget by Outcome



SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th January 2016

CONTACT OFFICER: Sally Kitson, Commissioner, Adult Social Care
Mike Wooldridge, Better Care Fund Programme Manager,
Slough Clinical Commissioning Group

(For all enquiries) 01753 875594/ 01753 477214

WARD(S): All

PORTFOLIO: Councillor Sabia Hussain-Health and Wellbeing

PART I
NON-KEY DECISION**SLOUGH CARING FOR OUR CARERS: JOINT COMMISSIONING STRATEGY 2016-21****1 Purpose of Report**

1.1 To provide Cabinet with the opportunity to review, comment and then approve the draft Joint Carers Commissioning Strategy for Slough Borough Council (SBC) and Slough Clinical Commissioning Group (CCG) 2016-21.

1.2 This new strategy will update the interim Joint Carers Strategy 2014-15 in light of changing legislation as well as build on recent progress to support carers.

2 Recommendation(s)/Proposed Action

The Cabinet is invited to comment on and resolve to approve the Joint Carers Commissioning strategy 2016-21, including resource allocation.

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

3.1 The five year draft Joint Carers Commissioning strategy supports a number of national and local priorities and legislative changes.

3.2 It aligns the local priorities with the four key national priorities in the 'Carers Strategy: the Second National Action Plan 2014 to 2016' and the 'National Carers Strategy: Recognised, Valued and Supported: Next Steps for the Carers Strategy' (2010). These priorities are:

Priority area 1: Identification and recognition

Supporting those with caring responsibilities to identify themselves as carers at an early stage, recognising the value of their contribution and involving them in designing local care provision and planning care packages.

Priority area 2: Realising and releasing potential

Enabling those with caring responsibilities to fulfil their educational and employment potential.

Priority area 3: A life outside of caring

Personalised support both for carers and those they support, enabling them to have a family and community life.

Priority area 4: Supporting Carers to stay healthy

Supporting carers to remain mentally and physically well.

3.3 It responds to the major legislation changes to adult social care, introduced by the Care Act 2014. The Act and statutory guidance sets out the new duties for local authorities and partners as well as new rights for service users and carers. The Act aims to achieve:

- Clearer and fairer care and support to both service users and carers
- Improved physical, mental and emotional wellbeing of both the person needing care and their carer
- Prevention and delay the need for care and support
- Putting people in control of their lives

3.4 It also responds to changes introduced by the Children and Families Act 2014. This Act requires increased collaboration between Adult and Children’s services through adopting a ‘whole family approach’. It places a specific duty onto local authorities to ensure young carers are identified and assessed. This gives young carers the same rights as adult carers. Parent carers also have the same rights to a stand alone assessment called a ‘parent carers needs assessment’.

Slough Joint Wellbeing Strategy Priorities

3.5 This joint strategy supports the delivery of the Slough Joint Wellbeing Strategy (SJW Strategy) 2013-16 and work streams within the Priority Delivery Groups. The main priority which applies to carers within the SJW Strategy is health. It states:

"By 2028, Slough will be healthier, with reduced inequalities, improved wellbeing and opportunities for our residents to live positive, active and independent lives".

3.6 The JSNA is currently being refreshed and includes needs assessment data relating to Slough carers extracted from the Census 2011. This is detailed in the table below. Slough carers amount to 14% of the local population compared to the national average which is 12%.

Age Group	Numbers of people providing 1 - 19 hours unpaid care a week	Numbers of people providing 20 - 49 hours unpaid care a week	Numbers of people providing 50 or more hours unpaid care a week	Total number of people providing unpaid care a week
0 to 24	1,013	208	129	1,350
25 to 49	3,438	1,047	1,177	5,662
50 to 64	1,907	503	687	3,097
65 and over	696	219	598	1,513
Total:	7,054	1,977	2,591	11,622

3.7 The refreshed JSNA identifies a number of key inequalities experienced by carers based on national and local information. This information suggests carers will often ignore their own financial, health and emotional needs, putting the needs of those they care for before themselves. As a consequence caring can impact on many aspects of their lives including, accessing and staying in employment, finances,

¹ Office for National Statistics

health and emotional wellbeing, accessing social activities, relationships, achieving educational potential and juggling work and caring responsibilities. In order to address the unmet needs of carers, the JSNA identifies the following activity;

- Tackling health inequalities for carers
- Promoting social inclusion
- Improving employment, training and educational opportunities
- Improving access to mainstream and preventative services
- Improving advice and information including benefits advice
- Ensuring carers are aware they are entitled to a Carers Assessment
- Increasing training to support carers in their caring role.
- Direct Payments for carers who meet the eligibility threshold, enabling increased personalised support
- Developing the range and quality of preventative community based support for the carer and the person they care for.

Five Year Plan Outcomes

3.8 The Carers Strategy and supporting action plan will help to deliver the Councils five year plan. The relevant outcomes are:

- Children and young people in Slough will be healthy, resilient and have positive life chances.
- More people will take responsibility and manage their own health, care and support needs

4 Other Implications

(a) Financial

4.1 As outlined in the draft strategy, for the period 2015-16, the total Slough SBC and Slough ASC budget for carer specific activity is £491,000. This includes the carers elements identified within the Better Care Fund and the Department of Health grant to support the implementation of the new duties and responsibilities introduced within the Care Act. This will fund the following activity:

Carers Assessments / Reviews/Support planning
Carers Direct Payments – adult carers
Community and Voluntary sector preventative support to include carers
Young Carers Support
Additional funding to support replacement care
Carers Information
Marie Curie - to support end of life care
Early Bird and Early Bird Plus - families with children with autism

4.2 The budget for commissioned respite care services which provide short breaks or overnight care 2014/5 is £578,000. In addition SBC manage a learning disability respite service which has a budget of £429,000. Respite services are chargeable to the cared for and will also benefit their carer/s.

4.3 SBC Children's Services budget to support parents of children with learning disabilities and difficulties as well as children with special educational needs is £1,377,300. This will support the following activity:

Disabled Children's respite
Short breaks services
Home from home respite
Home care
Direct payments

4.4 It is anticipated as carers become more aware of their entitlement to an assessment; the numbers coming forward will increase as will those meeting the eligibility threshold for support. The Department of Health (DOH) estimates that 48% of carers assessed or reviewed by local authorities will be eligible for a Direct Payment. (This is based on DOH information outlined in Care Act Equality Impact Assessment 16/10/14).

4.5 The 2013-14 Referrals, Assessment and Packages of Care (RAP) data for SBC reported that 309 carer assessments were completed for adults caring for another adult. As anticipated, indications are that numbers of carers requesting an assessment are increasing. For the period April to June 2015, 189 carer assessments were completed for adults caring for another adult. This compares with 103 for the same period in 2014. Using the DOH modelling formula, SBC projects the estimated additional carers assessments for 2015/6 is likely to be between 500 and 850 depending on rate of take-up. The estimated number of adults caring for another adult known to Adult Social Care is likely to be between 900 and 1,250. Again these numbers are projected to further increase moving forward.

4.6 In line with the requirements of the Care Act, SBC has introduced Direct Payments for carers using a Resource Allocation System (RAS). Adult carers meeting the threshold for this support will be offered a Direct Payment based on their assessed needs. This will be used to help to meet the identified outcomes in their assessment. Three levels of payments have been introduced. These levels of payments will be monitored in light of numbers of carers coming forward and being assessed as eligible for support and long term affordability to the Council.

4.7 SBC does not currently charge for carers' support services and this position was reaffirmed by Cabinet earlier this year. However this will be reviewed in autumn 2016 as part of the council wide policy on charging in light of budget pressures including understanding the financial impact of the Care Act. This will include numbers of carers coming forward for assessments and being eligible for support. Any changes to existing policies would require a full equality impact assessment including consultation with carers. Targeted support will need to remain in place for those carers that are most at risk.

(b) Risk Management

Risk/Threat/Opportunity	Mitigation(s)
<ul style="list-style-type: none"> • Lack of resources to implement the strategy. (Risk) 	<ul style="list-style-type: none"> • Commissioned the community and voluntary sector to deliver the Slough Prevention Alliance. They will take a bigger role in the identification, assessment and support of carers (new contract commences Jan 2016) • Develop stronger partnerships to ensure a more cohesive approach in supporting carers • To monitor and develop systems to manage increase numbers to carers assessment • To monitor the impact of Direct Payments and adjust Resource Allocation System bands if financially unsustainable • Review charging policy as required
<ul style="list-style-type: none"> • Increased numbers of carers indentified in Slough (Opportunity) • Carers receive increased support to help them in their caring role (Opportunity) • Help delay residential /hospital admissions and pressure on budgets(Opportunity) 	

(c) Human Rights Act and Other Legal Implications

This draft strategy will enable SBC and Slough CCG to work together with their partner organisations to meet new legal duties and responsibilities to adult and young carers. This includes assessing the needs of the carer in their own right as well as for those assessed as eligible, an entitlement to assistance to help meet their needs as a carer. It also commits to involving carers in the development and commissioning of future local services to meet both their needs and the people they care for.

(d) Equalities Impact Assessment

This strategy builds upon achievements developed within the interim strategy. An Equalities Impact Assessment will be completed which will address the need to ensure the strategy meets the needs of carers within Slough's diverse community. It also highlight the need to strive to ensure that the commissioning of future services are responsive and personalised to meet the individual needs of all carers in Slough including carers from black and minority ethnic groups and working carers.

(e) Workforce

The Adult Social Care workforce and practice is currently being re-modelled moving away from traditional building based care to increased community based preventive support. This will mean carers and the people they care for are indentified earlier and access support proportionate to their needs. This new model of working will require stronger links with community and voluntary organisations.

The transfer of management of Children's Services to the new Children's Trust requires the need to ensure parent and young carers are supported effectively within the new workforce arrangements as well as complying with new responsibilities for adults and children's services to work together under the Children and Families Act 2014.

5 **Supporting Information**

5.1 This draft strategy outlines progress to support carers over the last twelve months since the implementation of the interim strategy. A summary of these taken from the strategy include:

- Re-launching the Slough Carers Partnership Board with active representation from Slough carers, one of whom is a co- chair.
- Establishing the Slough Carer's Providers Forum to promote more integrated collaborative activity.
- Developed Care Act compliant carers assessment tools, processes and pathways. This includes the option of a combined assessment with the carers and cared for.
- Increased numbers of adult carers accessing a carers assessment since April 2015 (April-June 2015 189 completed compared with 103 for the same period in 2014).
- Introduced direct payments for carers assessed as eligible for this support.
- Together with carers, produced accessible material to ensure carers are aware of their rights.
- Consulted carers about their training needs and then rolled out a programme reflecting what they have told us.
- Developed Council wide 'whole family approach' processes and pathways to support young carers locally which is in line with the recently updated national guidance.
- Developed a young carers assessment/screening tool.
- Introduced carers GP registration within Slough to ensure health needs of carers are given a higher priority.

5.2 Carers and other key stakeholders have been involved in the development of the Strategy. Local carers have agreed our vision and local priorities. A small group of carers developed a questionnaire that was circulated to others (107 returned). Discussion also took place during National Carers Week (8-14 June 2015) and at the carers forum on 16th September 2015 where 27 carers were in attendance. The draft version has also been circulated widely and was available on both SBC and CCG websites where comments were invited. An earlier draft was then amended where comments were founded. As outlined in paragraph 3.1, the new proposed local priorities align with the national priorities, which are:

- **Priority area 1: Identification and recognition**
- **Priority area 2: Realising and releasing potential**
- **Priority area 3: A life outside of caring**
- **Priority area 4: Supporting Carers to stay healthy**

5.3 The action plan to support the new draft strategy has been developed in light of what carers have told us is important. It also responds to legal changes and building on recent progress to support carers. It will be reviewed regularly with carers in light of any changing priorities over the next 5 years.

6 **Comments of Other Committees**

6.1 The strategy was presented to and endorsed by the Health Scrutiny Committee on 1ST October 2015. It recommended that the following matters be referred to the Cabinet:

- That the Cabinet considers the further steps the Council can take to identify, support and raise public awareness of the role of carers by widely publicising the Strategy to partners, community organisations, schools and the media.
- That the Commissioner for Health & Wellbeing discuss with Slough Clinical Commissioning Group how the GP carers register could be improved to better identify carers and improve access to the available support, with the Panel to receive a progress report at a future meeting.
- That the Cabinet direct Council departments to take the Strategy into account when services are reviewed to ensure all relevant Council services are compliant with the requirements of the Care Act and better support Slough's carers.

7 **Conclusion**

7.1 This draft Joint Carers Commissioning Strategy builds upon the progress over the last eighteen months to support carers. This new strategy sets out the priorities for the Council and Slough CCG to support Carers over the next five years. It aims to:

- Meet the legal duties and responsibilities to carers
- Provide a voice for local carers, putting them at the centre of designing the support that they need
- Collaboratively sets out our vision for carers
- Provide a clear steer to the market, partners and local communities of our vision for carers in Slough
- Develop the market to ensure the right support is in place to support carers

7.2 Cabinet are invited to review and comment and then approve this draft Joint Carers Commissioning Strategy for Slough Borough Council (SBC) and Slough Clinical Commissioning Group (CCG) 2016-21.

8 **Appendices Attached**

'Slough Caring For Our Carers: Joint Carers' Commissioning Strategy 2016-21 - draft

9 **Background Papers**

None

This page is intentionally left blank

Slough Caring For Our Carers

Joint Carers' Commissioning Strategy 2016-2020

DRAFT



Slough

Clinical Commissioning Group

Table of Contents

Table of Contents	2
1.0 Welcome	4
2.0 Foreword	5
3.0 Introduction /Executive Summary.....	8
4.0 Progress in supporting carers	9
5.0 Vision.....	11
6.0 Local Priorities.....	13
7.0 Who is a Carer?	13
8.0 Value of Carers	14
9.0 The Impact of Caring.....	15
10.0 Summary to National Background.....	17
10.1 National Strategy for Carers.....	17
10.2 The Care Act 2014.....	18
10.3 The Children and Families Act 2014.....	19
11.0 The Profile of Carers	20
11.1 National Picture	20
11.2 Ethnicity	21
11.3 Young Carers.....	21
12.0 Profile of Slough	22
12.1 Slough's population	22
12.2 Health.....	23
13.0 Profile of Slough's Carers.....	24
13.1 Adult Carers.....	26
13.2 Parent Carers.....	26
13.3 Young Carers.....	27
14.0 Local views of carers.....	27
15.0 Commissioning activity to support carers and their families.....	28
15.1 How we spend the money	33
15.2 Future commissioning activity to support carers.....	36
16.0 Summary	40
Appendix A - Questionnaire	41
Appendix B - Responses to questionnaires	46
Appendix C - Responses questions at a Carer's event.....	48

DRAFT

1.0 Welcome

As a carer and co-chair of the Slough Carers Partnership Board, I am pleased to introduce the new Joint Carers Strategy for Slough. I know how difficult it is for people looking after parents, siblings, neighbours or friends to even recognise themselves as a carer. When I retired to look after my mother a few years ago, I thought I was 'just doing my duty as a daughter'. It was only after two years of looking after my mother and when a social worker asked "what about your needs?" that I then began to recognise myself as a carer.

I am really pleased that the Care Act 2014, which came into effect in April 2015, seeks to address the needs of carers. This strategy states how our local carers will be supported in Slough. I am passionate about raising awareness about the needs of carers within Slough including amongst health professionals. We do a very important job, often day in and day out in supporting the people we care for. We also collectively save over £119 billion to the UK economy. I also want to make sure we find all the hidden or forgotten carers in Slough, encouraging them to get the support they are entitled to by having a carers assessment and registering as a carer with their GP surgery.

Along with other carers, I have been involved in developing the strategy. Together we will continue to work with other colleagues on the Carers Partnership Board to make sure we oversee the changes and improvements for carers outlined in this important strategy.

Jadine Glitzenhirn

Co- Chair of Slough Carers Partnership Board

Add photo

2.0 Foreword

Caring for a relative, friend or partner is a role that many of us will take on at some point in our lives. The number of carers is growing as more people are living longer, often with complex support needs. The estimated 11,626 carers living in Slough make a vital contribution to the local community, providing practical, emotional and financial support to others. Whilst we know a caring role can be very fulfilling, it can also lead to isolation, poverty, ill health and loneliness. It is crucial that carers receive timely and personalised support to help them carry out their caring duties.

This newly refreshed strategy is aimed at both current and future young and adult carers as well as those who provide support to them. It has been developed at a time of great historical importance for carers. From April 2015, both adult and young carers are recognised in law as having the same rights as the people they care for through two very significant pieces of legislation, the Care Act 2014 and the Children and Families Act 2014. The changes introduce a duty to local authorities to identify, assess and support carers in their own right as well as a requirement to adopt a coordinated whole-family approach in how support is delivered. Carers also have a right to be consulted about decisions relating to the support and treatment received by the person they care for.

Slough Borough Council (SBC) and NHS Slough Clinical Commissioning Group (CCG) welcome the landmark legislative changes and with carers as our valued partners, have again joined forces to update this strategy. This outlines our continued shared commitment to proactively work with our local providers to help seek out carers to ensure they have access to universal, preventative and targeted support to help improve their lives. The Better Care Fund (BCF), the new single budget between health and social care, will help local commissioners work closer to deliver better services for the population of Slough including our carers.

We have ensured supporting carers is a high priority within the local Joint Strategic Needs Assessment (JSNA)¹ and the most recent five year plans for both our organisations. This strategy aligns with SBC five year plan² which sets out the commitment to support the most vulnerable through 'enabling and preventing' which includes both adult and young carers. It also aligns with the plan in how outcomes will be delivered through working with local people, helping them to do more for themselves and facilitating partnerships with the public, private and voluntary sector

¹ [Add link for JSNA](#)

² SBC five year plan 2015-20 outcome 5& 6 <http://www.slough.gov.uk/council/strategies-plans-and-policies/five-year-plan.aspx>

In 2014, Slough CCG set out plans as how local identified health needs and challenges will be met over the next five years through implementing whole system reforms³. The use of the BCF is specifically identified as a mechanism to ensure support for carers.

Our joint five year voluntary sector strategy ⁴also places great importance on the role this sector plays in identifying, valuing and supporting carers with Slough.

This strategy has also been developed at a time of change for children's social care in Slough. From October 2015 management of children's social care will be transferred to a newly established Children's Trust. Protocols are in place as to how SBC and the Trust will deliver children's social care. This will include ensuring parent carers and young carers are effectively supported within the new organisation that will be known as the Slough Children's Services Trust Ltd.

This new strategy builds upon the Carers Strategy 2014-15 which outlined our interim position for carers whilst we awaited national guidance to support the new legislation. Our recent achievements include re-launching the Carers Partnership Board, delivering training to support carers, re-designing Care Act compliant carers assessments and support plans and introducing direct payments for carers. However we have much more to do to respond to legislative changes and as well as what carers are telling us will support them in their caring role.

However any strategy developed at this time must recognise the increasing austerity within the public sector including increasing pressure on health and social care budgets over the next five years. It is therefore even more critical that we maximise resources and support for carers, recognising their crucial contribution to supporting people to live in their own homes for longer by helping reduce or prevent hospital and residential care admissions.

This strategy has been driven by carer members of the Slough Carers Partnership Board who developed the questionnaire which was used to consult others as well as agree our vision and priorities. It will be overseen by the Health Priority Delivery Group (PDG) accountable to the Slough Wellbeing Board. A summary version is being developed with our local carers and will be available to support this full strategy.

We are very grateful to all our stakeholders but in particular our carers for helping us co-produce this strategy. Together we are striving to ensure services and opportunities are in place to improve the quality of lives for local carers and the people they support.

Cllr Rob Anderson

Dr Jim O'Donnell

³ NHS Slough Clinical Commissioning Group 5 year plan June 2014

⁴ Promoting and supporting the wellbeing of residents with the voluntary sector 2015-2020

Add picture

DRAFT

3.0 Introduction /Executive Summary

This Joint Carers Commissioning Strategy updates our interim position, setting out how carers and young carers will be supported by SBC and Slough CCG over the next five years. It responds to the voices of carers, changes introduced in the Care Act 2014 and the Children and Families Act 2014 and both organisations five year strategic plans. These national and local drivers promote wellbeing, prevention and independence. Supporting and encouraging people to take responsibility for their own health and wellbeing are central to these changes.

The strategy has been developed at a time of increasing challenges. In addition to the new duties and responsibilities for both local authorities and health to meet the needs of carers, there is ever increasing pressure on public sector budgets. The changing population means more people living longer with complex needs. A consequence is that there are increasing numbers of carers both nationally and in Slough.

It is anticipated that more carers are likely to come forward for assessment and be eligible for support as public awareness about the legislative changes spreads. It is essential that all carers have access to timely information, advice and other preventative support in order to maximise their wellbeing. Direct payments will be targeted at those carers where caring has the greatest impact on their lives.

Major reforms are planned within SBC Adult Social Care over the next five year in order to respond to the changing and growing demands facing both the health and social care economy. This will deliver meaningful and long term change across six areas:

1. **Prevention** – The development of a local strategy, spanning voluntary, health and social care services to maintain a healthy population in the community, working with the local people through targeted wellbeing and prevention plans. This will include carers.
2. **Information & Advice** – to ensure that the right information is provided to the right people at the right time in their lives. Proactive care and support planning will become the norm. Independent advice and advocacy will be available to help people develop their support plans.
3. **Personalised Outcomes** – Through developing the market place and safeguarding outcomes, people will have the choices of finding the right care and support at the right times in their lives.
4. **Building Community Capacity** – Enabling people, voluntary organisations and the community to proactively manage their wellbeing and increase their resilience to succeed during periods of crisis.
5. **Workforce Development and Quality** – Both internal and external workforces will be developed requiring staff to adapt to flexible, multi-disciplinary ways of working.

- 6. Integration** – The scale of the change required cannot be managed in isolation and will require an integrated approach. It is recognised that people do not access care and support from just one single source. Slough services will continue to be commissioned using a whole system approach ensuring the best outcomes for residents.

We know many carers do not always identify themselves as carers and thus remain “hidden” from services. It is crucial that these people also have information about both universal and targeted services to enable them to make informed choices about whether to seek support at times in their lives when they may benefit from it.

In order for this strategy to be both realistic and sustainable, commissioned services must be innovative, responsive to local needs, committed to strong partnerships and able to demonstrate value for money. They must show they have effectively supported carers and the people they help to live as independently as possible in our local community.

The aim of this strategy is to:

- Provide a voice for local carers and put them at the centre of designing the support that they need.
- Collaboratively set out our vision for carers.
- Ensuring that we meet our legal responsibilities in supporting carers.
- Provide a clear steer about our local vision for carers in Slough with partners and local communities.
- Develop the market to ensure the right support is in place to support carers.

4.0 Progress in supporting carers

There achievements in how our local carers have been supported since the last interim strategy. We have:

- Re-launched the Slough Carers Partnership Board. It now has active representation from Slough carers, one of whom is co- chair.
- Established the Slough Carer’s Providers Forum to promote more integrated collaborative activity.
- Developed Care Act compliant carers assessment tools, processes and pathways. This includes the option of a combined assessment with the carer and cared for.
- Introduced direct payments for carers assessed. Between April and August 2015 64 carers were assessed as eligible for a direct payment.
- Seen an increase in the number of adult carers being assessed since April 2015 when the Care Act came into force. For the period April and June 2015, 189

carers assessments were completed. This compares with 103 for the same period in 2014.

- Together with carers, produced accessible material to ensure carers are aware of their rights.
- Consulted carers about their training needs and then rolled out a programme reflecting what they have told us.
- Commissioned a local provider to undertake young carer awareness raising within in local schools.
- Developed Council wide 'whole family approach' processes and pathways to support young carers locally which is in line with the recently updated Memorandum of Understanding (MOU)⁵. This will include, where appropriate, Adult Social Care undertaking the assessment of young carers where they are also assessing the cared for.
- Developed a young carers assessment/screening tool.
- Increased the take-up of assistive technology. Since December 2013, 855 people have been referred to and received telecare support. As a result, 112 carers have reported increased independence within the home environment and a further 98 carers reported feeling more at ease leaving the person they care for, when they are away from their home.
- Introduced carers GP registration within Slough to ensure health needs of carers are given a higher priority.
- Facilitated sessions for carers to ensure they are aware of their increased rights as a result legislative changes.
- Beginning to engage with local employers to promote carers issues in the work place.
- Working with local pharmacies to help distribute information to carers.
- Continued to deliver information, advice and advocacy to carers.
- Continued to develop the Slough Services Guide to ensure Slough residents have information about local provision.

⁵ No wrong doors: working together to support young carers and their families" March 2015 ADCS, adass, the Children's Society, carerstrust

- Coordinated partnership activities with carers and partners during National Carers Week 2015. The events were attended by 233 carers and 34 new carers were identified and signposted for support.
- Adopted principles of 'Making Safeguarding Personal'⁶ in Slough which included both the carer and cared for.

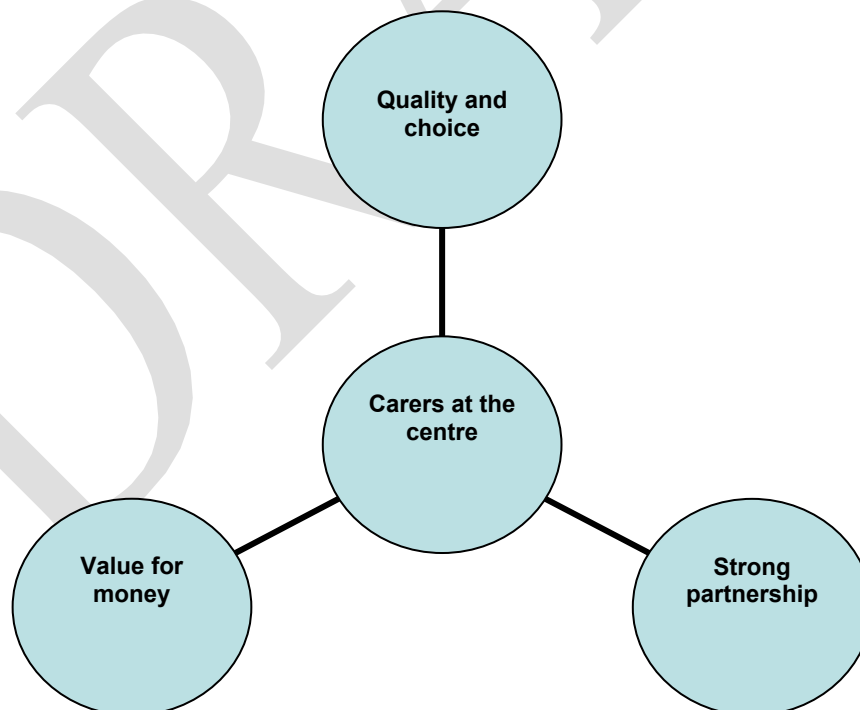
There has been significant progress over the last year but we will continue to build on these achievements in order to improve outcomes for carers in Slough.

5.0 Vision

Slough carers have said their vision for this strategy is that:

I know that I am a carer, I have a positive relationship with the person I care for and have a healthy and fulfilling life outside of my caring role. I am recognised and valued as a carer by my community and I know where to go to get the right support when I need it.

To achieve this vision, we will put Slough carers at the centre through commissioning a range of personalised support by establishing strong partnerships delivering choice, quality and value for money.



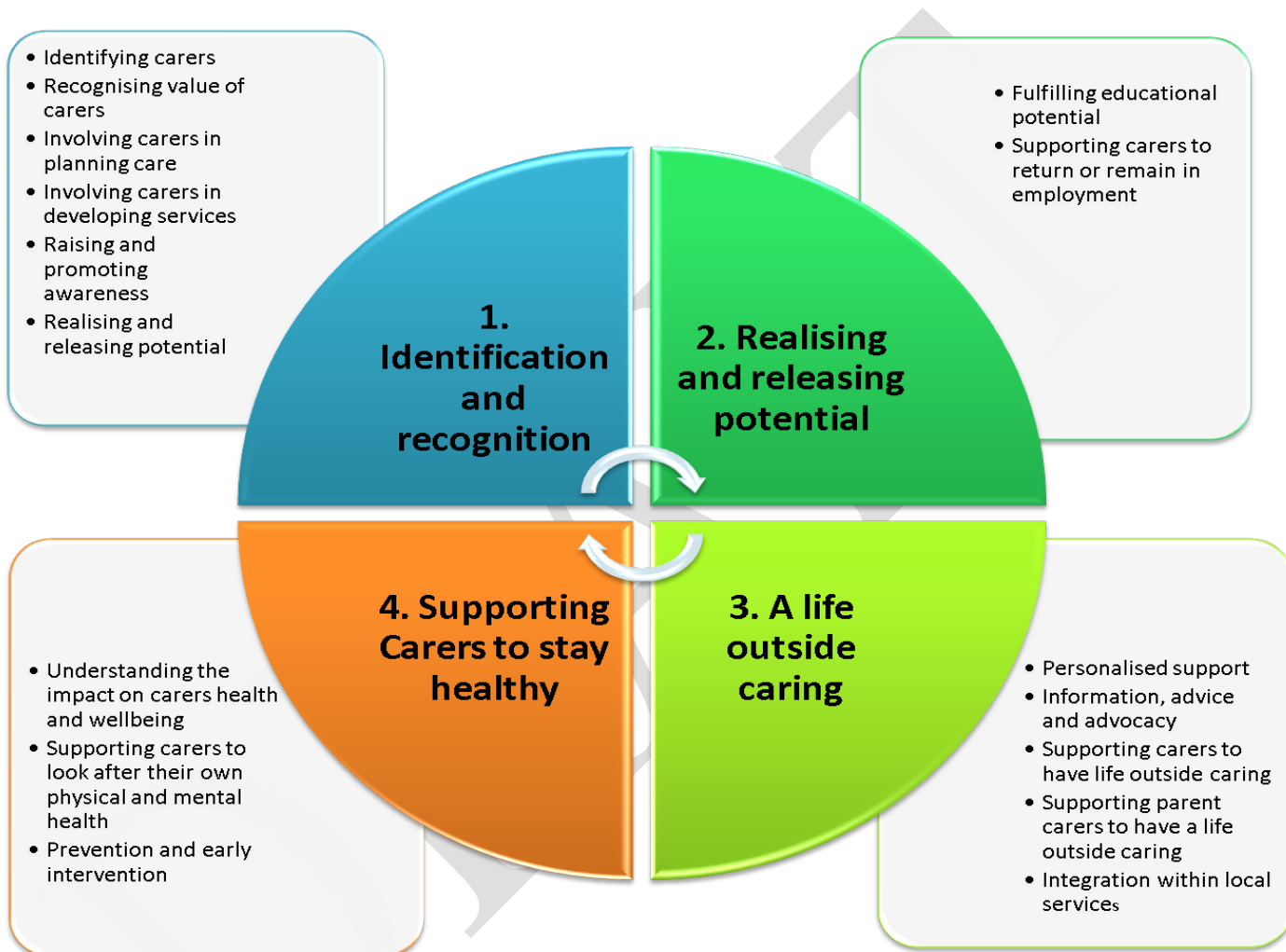
⁶ 'Making Safeguarding Personal: Guide' 2014 adass, Local Government Association

DRAFT

6.0 Local Priorities

The interim carers' strategy identified five local priorities for Slough. After further discussion with Slough's carers, we have reviewed these local priorities and aligned them with the four national priorities.

The diagram below outlines the newly adopted local priorities and the types of activity that will be delivered.



7.0 Who is a Carer?

Most people will become a carer at some point in their lives or will know someone that will be caring. Caring might happen suddenly or gradually over a period of time with a slow deterioration in the health of the cared for person.

Carers will be from any ethnic, faith, social background or sexual orientation. They can care for more than one person, maybe working or unemployed and may have their own disabilities or illnesses.

The Care Act 2014 definition of a 'carer' is an adult who provides or intends to provide care for another adult needing care. A 'carer' should not be confused with "care worker"

or “care staff” undertaking a caring role as part of paid employment or as a volunteer attached to a voluntary organisation.

Carers help and support others with a range of problems including illness, disability, dementia, and substance or alcohol abuse. They keep those they care for safe by giving physical, practical and emotional support and maybe for short periods, a lifetime, on a daily basis or from a distance.

A parent carer of a disabled child will be providing substantial and regular care beyond what is usually expected for a child of a similar age. When a disabled young person reaches age 18, the parent is considered to be the carer of an adult.

A young carer is defined under section 96 of the Children and Families Act as “... a person under 18 who provides or intends to provide care for another person.” This includes both practical and emotional support to a family member who is physically or mentally ill, disabled, or misuses substances.

Like the Care Act, it excludes young people who in paid employment or undertaking voluntary work except, where the local authority consider that the relationship between the person cared for and young person intending to provide care, is such that it would be appropriate for the person under 18 to be regarded as a young carer.

Tasks undertaken by young carers also vary considerably according to the nature of the illness or disability of the person they support, the level and frequency of need for their care as well as the structure of the family as a whole. Young carers may become vulnerable when the level of responsibility they take and the care they give becomes excessive or inappropriate for them. This can then impact on their childhood including their emotional, physical well-being, educational achievement, or life chances.

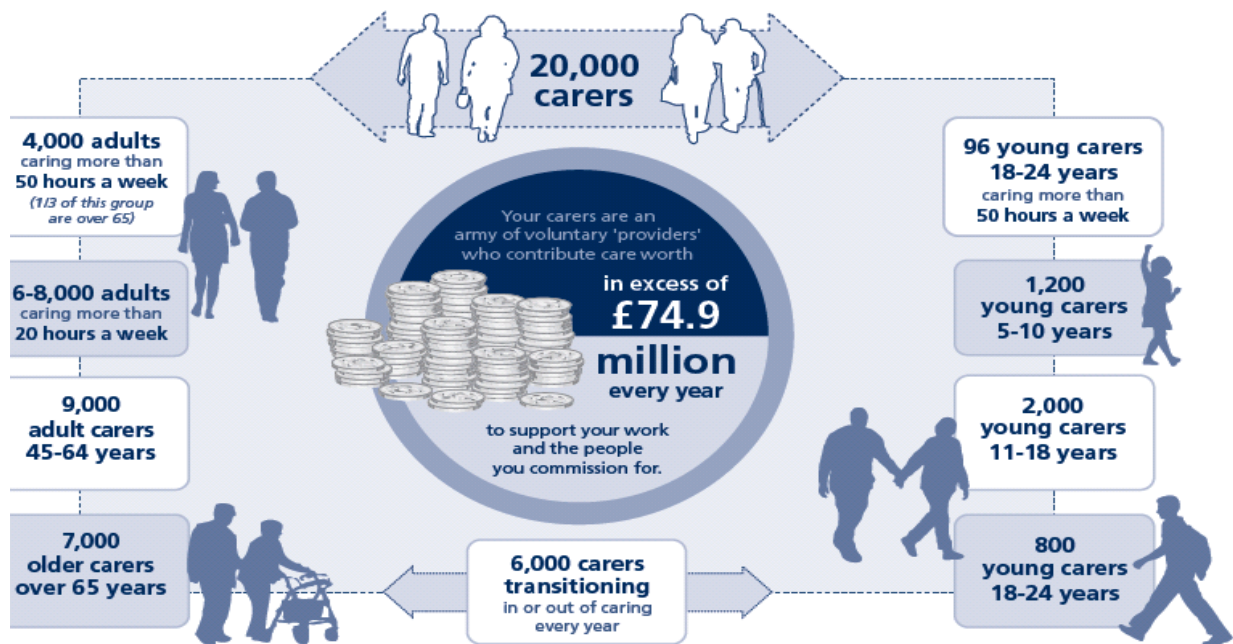
8.0 Value of Carers

Carers make a vital contribution to communities by helping the people they care for to live in their own homes for as long as possible. They also make a significant economic contribution to the UK economy; an estimate⁷ in 2011 put this at approximately £119 billion per year. This is higher than the annual net expenditure of the NHS for 2015/16 which will be in the region of £116,574 billion. Carers help reduce the ever increasing pressures on both health and social care budgets by limiting numbers of hospital and residential admissions. There are significant economic benefits to support carers as well as legal and moral duties. A 2013 report by the Royal College of General Practitioners (RCGP) ⁸ estimates in a population of 200,000 people, the average number of Carers is 20,000. The diagram below, taken from this report illustrates the average age of carers, the hours of care provided as well estimated annual savings they deliver.

⁷ Valuing Carers - Calculating the value of Carers' Support Carers UK 2011

⁸ Commissioning for Carers, Royal College of General Practitioners 2013

Your CCG's caring community (a population of 200,000 people)



9.0 The Impact of Caring

Caring can be very rewarding but it can also be both financially and emotionally demanding. It can impact on a carer's health, employment, education, and relationships. The extent of the impact depends on many factors such as the amount of caring undertaken, the age and health of the carer, their other responsibilities as well the needs of the person they support. Carers often ignore their own needs, putting those of the person they care for before themselves.

The RCGP report ⁹ says caring has a significant impact on the health of the carer. They reported:

- 40% of carers experience psychological distress or depression. Those caring for people with behavioral problems experience the highest levels of distress.
- 33% of carers providing more than 50 hours of care a week report depression and disturbed sleep.
- 44% of carers suffer verbal or emotional abuse and 28% endure physical aggression or violence from the person they care for.
- Older carers who report 'strain' have a 63% higher likelihood of death over a four year period.

⁹ Commissioning for Carers, Royal College of General Practitioners 2013

A guidance report ¹⁰ focusing on carers and safeguarding, listed situations when the carer is at increased risk of harm from the person they care for. Situations include when the person they support:

- Have health needs that exceed the carer's ability to meet them.
- Treats the person with a lack of respect.
- Rejects help and support from outside.
- Has a history of substance misuse, unusual or offensive behaviours.
- Refuses or is unable to be left alone at night.

The impact of caring for a child with disabilities often causes additional long term worries and responsibilities.

“Having a child brings a lifelong commitment, but with an expectation that when your child grows up, they'll need less care from you. When your child is disabled things can be very different. You are both a parent and a carer. Accessing the help and support you need can be a battle”.¹¹

Another recent national carers survey ¹² reported that 58% of the respondents had reduced the amount of exercise since starting caring and 45% found it hard to maintain a balanced diet as a result of caring. The survey also focused on how carers mental wellbeing was affected as a result of caring. 73% reported increased anxiety, 82% increased stress and 50% said they were affected by depression after taking on a caring role.

A report from the last national census¹³ said people from white and Asian ethnic groups providing 50 hours of unpaid care per week were 4.3 times more likely to have ‘Not Good’ general health compared with those in the same ethnic groups providing no unpaid care.

BME carers providing at least 20 hours a week are less likely to be in employment than those without caring responsibilities. A survey undertaken Carers UK's ‘State of Caring’ highlighted the challenges faced by BME communities in accessing support. It concluded that this group are less likely to be consulted about hospital discharge or receive additional support from their GP around caring. They are also more likely to miss out on financial support. In addition they are more likely to be caring without any practical support from services, friends or family.¹⁴

¹⁰ Carers and safeguarding adults –working together to improve outcomes 2011

¹¹ <http://www.carersuk.org/help-and-advice/who-do-you-care-for/item/960-caring-for-your-disabled-child>

¹² State of Caring Survey 2014 Carers UK

¹³ 2011 Census Analysis: Unpaid care in England and Wales, 2011 and comparison with 2001ONS

¹⁴ State of Caring Carers UK 2013

The recent local carers survey conducted in 2014-15 as part of a national exercise considered the impact of caring. Results from the sample 160 Slough carers responding to the survey included the following;

- 30% indicated that they were unable to continue with paid employment because of the caring responsibilities.
- 15% reported feeling socially isolated.
- 17% reported not doing anything they value or enjoy with their time
- 15% felt they neglected looking after themselves- not sleeping or eating well.
- 27% indicated had long-term illnesses.

10.0 Summary to National Background

Over the last two decades, Governments have recognised the important contributions carers make by maintaining the wellbeing and independence of others. This is demonstrated in key legislation, guidance and strategies.

This Carers Strategy for Slough has been developed in light of these national drivers and our action plan will support delivery of these priorities at a local level.

10.1 National Strategy for Carers

The land mark National Carers Strategy¹⁵ sets out the vision that by 2018:

“.. carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals’ needs, enabling carers to maintain a balance between their caring responsibilities and a life outside caring, whilst enabling the person they support to be a full and equal citizen.”

This was followed in 2010 by ‘Recognised, Valued and Supported: Next Steps for the Carers Strategy’ which introduced four key priorities upon which the Government, working in partnership with Local Authorities, the NHS, employers, the voluntary sector, local communities and carers should focus:

- 1. Identification and recognition**
- 2. Realising and releasing potential**
- 3. A life outside of caring**
- 4. Supporting carers to stay healthy**

¹⁵ Carers at the heart of 21st-century families and communities: “A caring system on your side. A life of your own.” June 2008 Department of Health

These four priorities were again endorsed in the recent national plan for carers¹⁶, which summarised achievements in the support for carers and as well as identified future key actions.

In a recent report¹⁷ NHS England recognised carers as an invaluable asset to both itself as an organisation as well as the people they care for. The report makes a series of commitments to support carers based around eight priorities:

1. Raising the profile of carers
2. Education, training and information
3. Service development
4. Person-centred, well coordinated care
5. Primary care
6. Commissioning support
7. Partnership links
8. NHS England as an employer

10.2 The Care Act 2014

The overarching principle of the Care Act is that of promoting wellbeing. It introduced major changes for local authorities in how it delivers care and support for adults with care needs and carers. The Act and statutory guidance aim to achieve:

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

It adopts a whole-family approach as well as more personalised support tailored to the carer and the person they support using a new national eligibility criteria. Carers are now recognised in law as having the same legal right to an assessment and support as the person they care for. They no longer have to demonstrate that they provide 'regular and substantial' care to have a carers assessment. The assessment must consider whether the carer is able or willing to carry on caring, their own needs, the impact caring has on their lives and what they want to achieve such as working, studying or doing more

¹⁶ Carers Strategy: Second National Action Plan 2014 - 2016

¹⁷ NHS England's Commitment to Carers 2014

socially. The local authority then has a duty to agree a support plan with the carer which sets out how the carers eligible support needs will be met.

It is anticipated that the numbers of carers seeking an assessment will increase as carers become more aware of their entitlements.

The Act requires local authorities to provide, or arrange the provision of services, which will prevent or delay the need for care and support by unpaid carers as well as the person they care for in order to reduce the need for support by carers in their area. Local authorities must also establish and maintain a service for the provision of information and advice about care services and how to access them, including financial advice.

It also requires local authorities to focus on young carers by improving the recognition and support through transitional arrangements as they move from Children's to Adult services. Local authorities can also assess a young person's needs through adult care systems when they are nearing adulthood. This can help them understand what might be available to them and whether they are likely to be eligible for care and support when they turn 18 years of age.

The guidance that supports the implementation of the Act states:

“Local authorities should ensure that adults’ and children’s care and support services work together to ensure the assessment is effective – for example by sharing expertise and linking processes”¹⁸.

They must also consider whether any of the caring tasks the child is undertaking are inappropriate and if the caring undertaken impacts on their education, friendships and other aspects of their wellbeing.

The implications for this strategy include proactively identifying carers, assessing their needs and delivering preventive support.

10.3 The Children and Families Act 2014

The Children and Families Act introduces wide reforms to improve services and support for vulnerable children and families including adoption, looked after children, family justice, special educational needs and young carers.

Changes relating to young carers include ensuring they receive equal treatment to adult carers. This means local authorities must undertake an assessment of the child and their needs as a carer and provide support to meet their needs in order to safeguard and promote their welfare. They must consider whether the adult being cared for is eligible for assessment under the Care Act 2014 and whether if a child is being cared for, requires

¹⁸ Care and Support Statutory Guidance Issued under the Care Act 2014 Department of Health

an assessment under the Children Act 1989. The local authority must also consider what is in the best interests of safeguarding or promoting the child's welfare.

This legislation also requires local authorities to ensure an improved focus on the needs of young carers and again reinforces the need for greater collaboration between Children and Adult services in line with the Government's 'whole family approach'.

Parent carers also now have the same rights to a stand-alone assessment as adult and young carers under this legislation. They no longer have to show they are providing a "substantial amount of care on a regular basis" in order to be assessed. The legislation now requires local authorities to assess on the appearance of need, as well as following a request by a parent carer.

The recently published regulations¹⁹ relating to young carers states that in carrying out the assessment, the local authority must have regard to the age, understanding and family circumstances of the young carer, their wishes, feelings and preferences and consider differences of opinion between them, their parents and the person cared for and the outcomes the young carer seeks from the assessment.

One of the key principles of the recently updated Memorandum of Understanding (MOU)²⁰ relating to young carers, supporting the implementation of both this Act and the Care Act is that:

"The primary responsibility for responding to the needs of young carers and young adult carers and ensuring an appropriate assessment rests with the service responsible for assessing the person they support, rather than the age of the carer".

The implications of this Act include stronger collaboration between partners in ensuring a more cohesive approach in support young carers.

11.0 The Profile of Carers

11.1 National Picture

The 2011 national census reports there are 5.8 million carers in England, Wales and Northern Ireland. This is an increase of 629,000 in the ten year period since the last census. A report by Carers UK²¹ summarised key information from the census. This includes:

- 2.2 million people are now undertaking caring responsibilities in excess of 20 hours a week.
- 1.4 million people are providing care for more than 50 hours per week.

¹⁹ The Young Carers (Needs Assessments) Regulations 2015

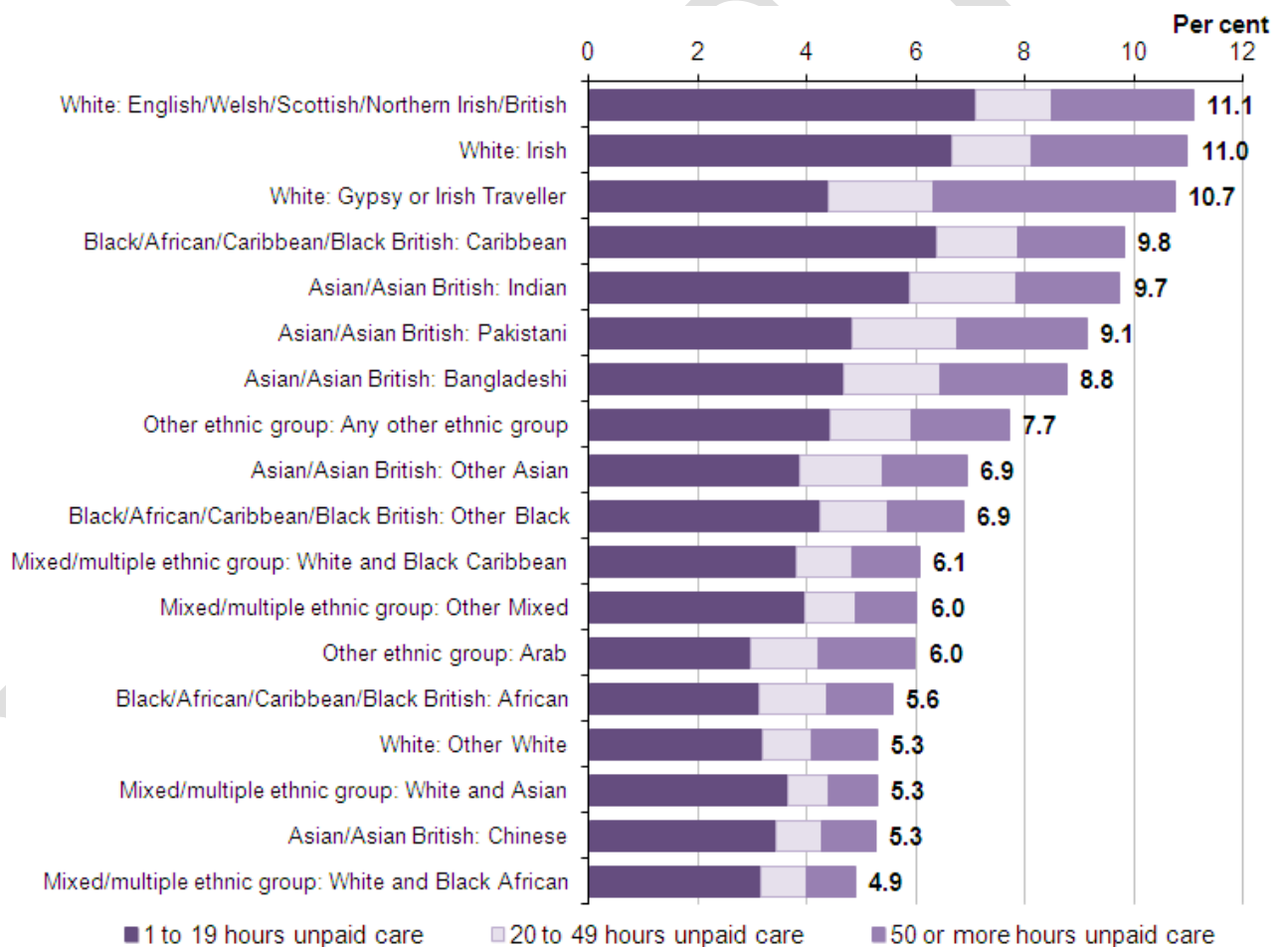
²⁰ No wrong doors: working together to support young carers and their families" March 2015 ADCS, ADASS, the Children's Society, Carers Trust

²¹ Carers UK 'The facts and figures about Carers' Policy briefing December 2012

- 58% of carers are female compared to 42% who are male.
- The age profile shows the peak age for caring is 50 to 59.
- One in five people in this age group (1.5 million across the UK) are providing some unpaid care.

11.2 Ethnicity

The 2011 Census²² showed that amount of care provided varied greatly among ethnic groups. British (11.1 per cent), Irish (11.0 per cent), and Gypsy or Irish Traveller (10.7 per cent) were among the highest providers of unpaid care. White and Black African (4.9 percent), Chinese (5.3 per cent), White and Asian (5.3 per cent) and Other White (5.3 per cent) ethnic groups were among the lowest providers of unpaid care. See below



11.3 Young Carers

Key findings from the 2011 census are:

- 177,918 young people aged between 5 to 17 years undertaking caring responsibilities of which 54% are girls and 46% are boys.

²² 2011 Census Analysis: Unpaid care in England and Wales, 2011 and comparison with 2001ONS

- The number of young carers increased by almost 19% in the ten year period since the last census. The largest increase in the South East.

A report²³ looking at the census 2011 data on young carers commented:

“There is growing evidence pointing to the adverse impact on the health, future employment opportunities and social and leisure activities of those providing unpaid care, particularly in young carers”.

It states numbers of young carers identified in census are “the tip of the iceberg” as they fail to capture those caring for family members with mental illness or substance misuse. It also states that many young carers are marginalised and hidden from professionals for fear of stigma. Other key findings from this report are that:

- One in twelve young people undertake caring for more than 15 hours per week.
- Around one in twenty misses school because of their caring responsibilities.
- Young carers are 1.5 times more likely than their peers to be from BME communities, and are twice as likely to not speak English as their first language.
- Young carers are 1.5 times more likely than their peers to have special educational needs or a disability.
- The average annual income for families with a young carer is £5000 less than families who do not have a young carer.
- Young carers have significantly lower educational attainment at GCSE level, the equivalent to nine grades lower overall than their peers e.g. the difference between nine B's and nine C's.
- Young carers are more likely than the national average to be not in education, employment or training (NEET) between the ages of 16 and 19.

12.0 Profile of Slough

12.1 Slough's population

Slough thrives as an exciting and culturally diverse town. It is a densely populated with a population of around 142,000. It is the most ethnically diverse local authority area outside London and is home to a diverse community from over 80 different countries. Approximately 48 % of its adult residents are from a black or minority ethnic (BME) background (Census 2011). It has the highest percentage of Sikh residents across England and Wales, making up 10.6% of Slough's population, more than any other local

²³ Hidden from view: The experiences of young Carers in England.' Children's Society 2013

authority. It also has the seventh highest percentage of Muslim (23.3%) and tenth highest percentage of Hindu residents (6.2%) across England and Wales. Support for Slough's carers needs to be developed in light of this context.

12.2 Health

The following key themes are identified from the Public Health Outcomes Framework for Slough:

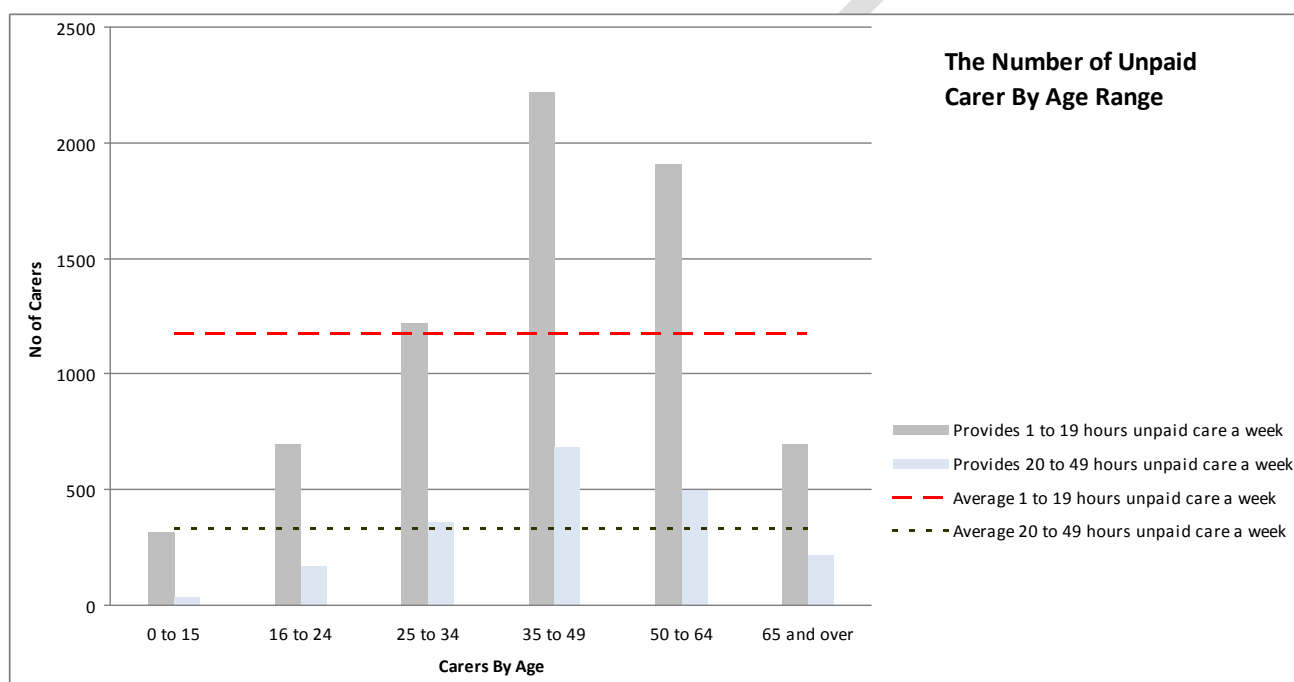
- The general health of many local people is poor compared to other local authorities and many people in Slough experience more years of ill health and disability when compared to national average.
- There are high rates of coronary heart disease and pulmonary disease (chest and lungs); this is the single most common cause of all premature death.
- The number of people who are diagnosed with diabetes is significantly above national rates.
- There is a higher than average number of people who are HIV positive or have AIDS and there has been a rise in the rate of tuberculosis.
- There are high numbers of people with mental health problems with rising numbers of people with problems of misuse and addiction to drugs or alcohol.
- There are high rates of obesity and people who smoke; these factors will impact on health and disability.

Many of the above factors will affect both carers and the cared for. This will present significant challenges in how people are being supported to manage their conditions.

13.0 Profile of Slough's Carers

The 2011 Census data tells us there are 11,626 carers living for Slough. This amounts to 14% of the area's population compared to a national average of 12%. The number of carers entitled to carers allowance in 2013 in Slough was 1,700. There are a large percentage of carers whom are unknown to services.

The graph and table below shows the number of hours of care provided by age band.

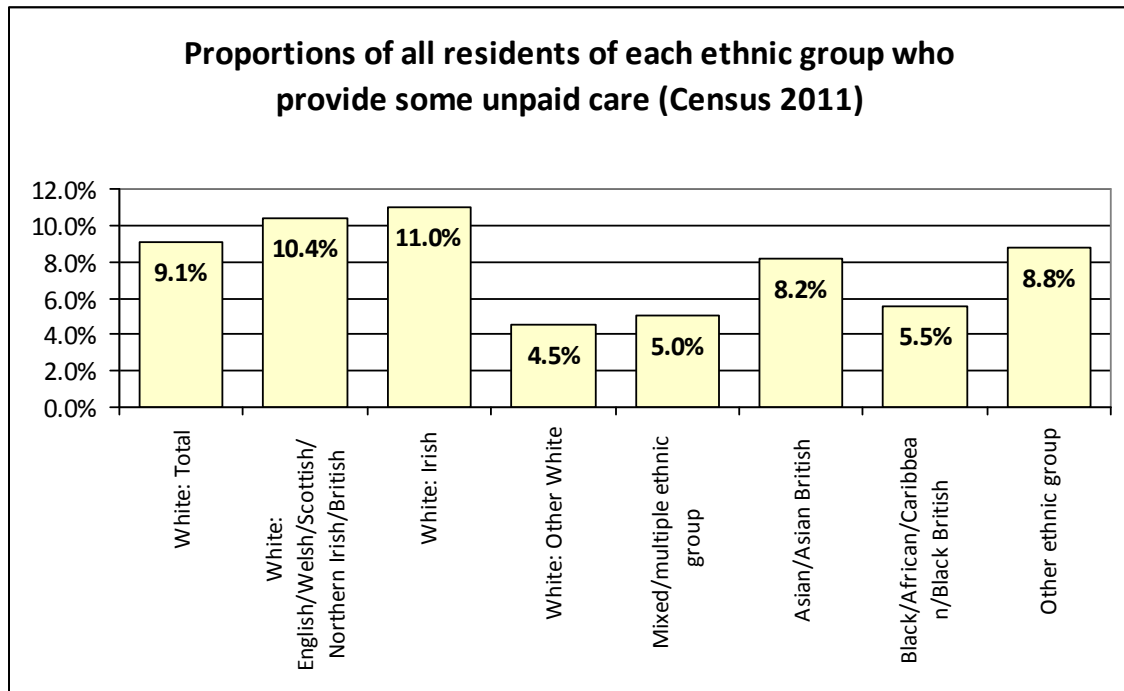


Age Group	Numbers of people providing 1 to 19 hours unpaid care a week	Numbers of people providing 20 to 49 hours unpaid care a week	Numbers of people providing 50 or more hours unpaid care a week	Total number of people providing unpaid care a week
0 to 24	1,013	208	129	1,350
25 to 49	3,438	1,047	1,177	5,662
50 to 64	1,907	503	687	3,097
65 and over	696	219	598	1,513
Total:	7,054	1,977	2,591	11,622

The data tells us that a high number of carers are of working age (aged between 35 and 49 years) living in Slough. It is likely that many of these people will have dual responsibilities of caring for a child as well as a relative, partner or neighbour. It is important that this group of carers are supported to either seek or sustain employment. Numbers of older carers are also increasing as people are living longer with more complex needs including dementia. Again support needs to be tailored to this group of carers.

DRAFT

The next table illustrates the proportion of Slough carers within different ethnic groups.



13.1 Adult Carers

380 carers assessments were completed between April 2014 and March 2015. In addition, 141 reviews took place.

The introduction of the Care Act has brought a marked increase in numbers of carers assessments. Between April and June 2015 189 assessments were completed, which compares to 103 for the same period in 2014. For the first five months following the implementation of the Care Act (April-August 2014) 64 carers were assessed as eligible for a direct payment.

13.2 Parent Carers

There are currently 114 families in receipt of short break support within the Learning Disability and Difficulty service. Twelve families are currently being supported through a direct payment.

In 2014 over 900 short breaks were provided to parent carers of children with special educational needs.

13.3 Young Carers

As indicated earlier, the latest census which includes data on young carers recorded that there are 377 young people under the age of 15 and 976 aged 16-24 providing regular care in Slough.

A mapping activity exercise undertaken by SBC in late 2014 identified a total of 448 young carers living in the Borough. A further 7 have subsequently been identified totalling 455.

14.0 Local views of carers

Building on consultation for the interim strategy, a group of local carers developed a questionnaire around the four national priorities. With the support of local providers, this was used as the basis to seek the views of others carers about what is important within a local strategy (Appendix 1).

The questionnaire was distributed to carers with the support of local community groups and provider services during the period May to June 2015. 107 carers completed the questionnaire. The results of this survey together with the ethnicity of respondents are attached in Appendix 2.

Overall there were consistent themes from the responses which included:

- Late recognition of themselves as a carer and therefore delaying getting support at the time that they needed it.
- Maintaining a positive relationship with the person they care for in addition to their role as a carer.
- The need for timely advice and training to equip them in their caring role.
- Receiving information, help and support.
- Undertaking caring responsibilities that are appropriate to age and ability.
- Having their own emotional and physical needs met and being recognised as a carer by GP.

Carers were also consulted at a local event during national carer's week 8-14th June 2015. The views were largely in line with those expressed within the questionnaires and are attached in Appendix 3.

The vision and draft action plan was discussed and agreed at the Carers Forum in September 2015 which was attended by 27 carers.

Discussion also took place in August 2015 with a small focus group of young carers about what is important to them. Feedback was consistent with views expressed during previous the consultations. They identified the following:

- I know that I am a young carer.
- I am happy to be a young carer for the person I care for.
- People in my community know that I am a young carer and are willing to help me.
- I know where to go to get the right support when I need it.
- I help make decisions for the person I care for.
- I can have a young carer's assessment if I choose to.
- I have time to relax, and meet with my friends.
- I have time to do all my school work.
- I can take part in different activities and youth clubs if I choose to.
- I am able to share what I know with others.

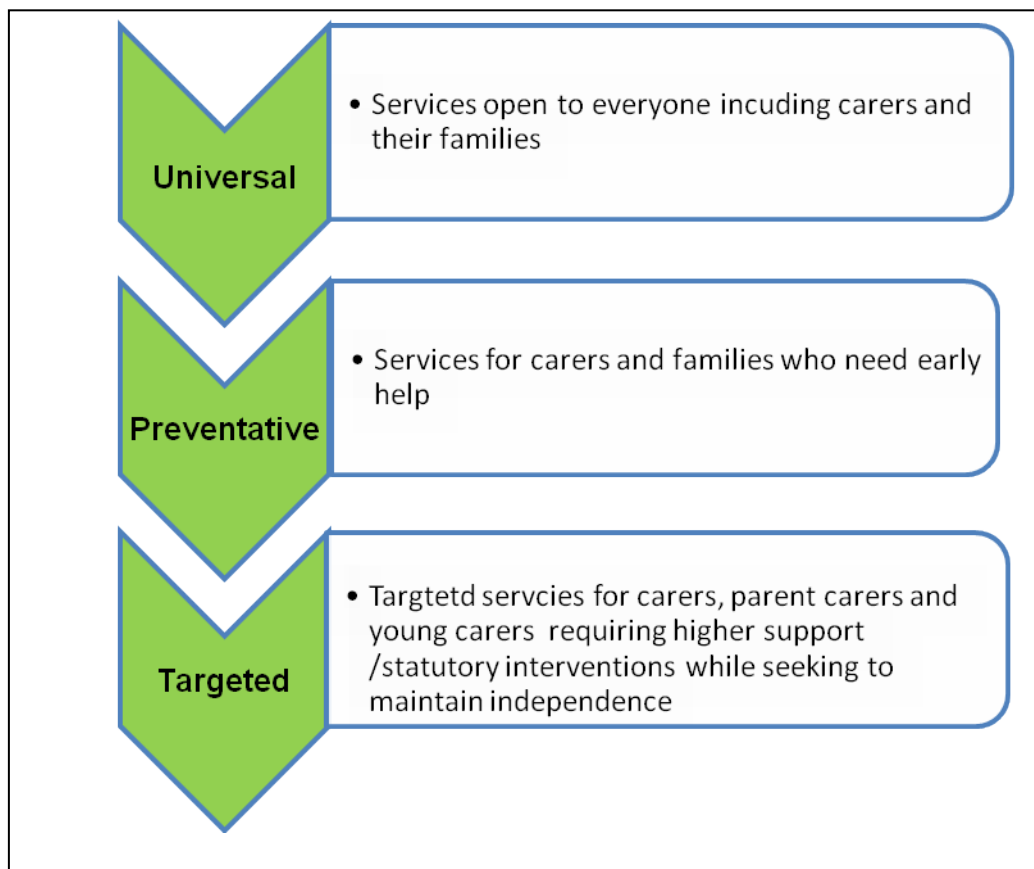
It is recognised that the majority of carers who participated in the engagements and development of this strategy were already known to services. A challenge for Slough is how we seek out carers unknown to services, including older carers, working carers, young carers and those across Slough's diverse community in order to understand their views to inform future commissioning.

15.0 Commissioning activity to support carers and their families

Commissioning activity to support carers in Slough will be in line with national and local drivers as well as our vision. This will require doing things differently through improved integration between health, social care and local providers as well listening to our carers. It will involve further shaping of the market to promote carer wellbeing as well as delay and prevent the need for intensive health and support services of those they support.

Local services will be commissioned to ensure the early identification of all carers. Services will support carers to use their knowledge, strengths and abilities to help them to continue caring for as long as they choose to do so. Newly commissioned services will be innovative, integrated, responsive to needs, promote active communities and real choices to people including targeted services when needed. They must be able to deliver value for money and demonstrate improvements in local outcomes for residents.

The model below illustrates how support will be delivered within a prevention model so that carers and the people they care for can access services appropriate to needs and circumstances.



DRAFT

The table below illustrates the type of activity that contributes to meeting the four priorities for Slough (also aligned with the national priorities).

Level of intervention	Examples of Proposed Activity	Priority 1 Identification and recognition	Priority 2 Realising and releasing potential	Priority 3 A life outside of caring	Priority 4 Supporting carers to stay healthy
Universal Services: Open to all including carers and families	Developing integrated methods of working across including Community Hubs	✓	✓		✓
	Ensuring access to generic information and advice	✓		✓	✓
	Supporting universal services to ensure carers and those whom they care for are actively enabled to participate	✓	✓		
	Promoting annual health check for those that are eligible	✓			✓
	Developing a local workforce confident in supporting carers and young carers from Slough's diverse community	✓			
Preventative Services: For all carers and families who need early help	Promoting carers assessment for adults that are proportionate to needs	✓	✓	✓	✓
	Promoting carers assessment and Early Help Assessment for young carer through a whole family approach	✓	✓	✓	✓
	Promoting Assistive Technology			✓	✓
	Ensuring access to carers training and information	✓	✓	✓	✓

Level of intervention	Examples of Proposed Activity	Priority 1 Identification and recognition	Priority 2 Realising and releasing potential	Priority 3 A life outside of caring	Priority 4 Supporting carers to stay healthy
	Providing advocacy for carers and young carers	✓	✓	✓	✓
	Ensuring access to peer support	✓	✓	✓	
	Providing age appropriate activities for young carers	✓	✓	✓	✓
	Awareness raising about the needs of carers within the local community e.g. health, schools, employers	✓	✓	✓	✓
Targeted Services: For carers, parent carers and young carers requiring higher support / statutory interventions while seeking to maintain independence (requires social care assessment)	Ensuring direct payments are available for carers and families assessed as eligible	✓	✓	✓	✓
	Ensuring respite provision for parent carers assessed as eligible	✓	✓	✓	✓

Support for Parent carers

Parent carers will continue to be supported through short breaks. SBC Short Breaks Statement 2014²⁴ outlines the Council's duty and commitment to provide this support to disabled children and young people with learning difficulties and disabilities aged up to 19 years and their parent carers in Slough.

The aim is “**to enable as many disabled children and young people as possible to remain living at home with support from community services to lead normal family lives and have access to universal settings or more specialist local services in accordance with their wishes**”.

The strategy is to provide a range of activities based on feedback from parent/carers with the emphasis on developing the capacity of universal services. The purposes of short breaks are to give the child a valuable and enjoyable experience as well as the parent/carer a valuable break. The types of breaks available vary in length take the form of:

- Leisure activities inside or outside of the home (e.g. arts, crafts, music, day trips, sports)
- Developing independence skills (e.g. shopping, cooking and volunteering)
- Daytime care in the home or elsewhere
- Overnight care in the home or elsewhere
- Specialist activities during the evenings, weekends and school holidays.

The types of support available has been classified into three groups together with eligibility criteria.

Level	Service Description	Eligibility
1 Universal Services	Includes leisure centres, libraries, playgrounds, youth clubs, Children's Centres, extended school clubs, holiday clubs, childcare and uniformed clubs such as scouts and guides	Accessible to all children with or without a disability
2 Targeted Services	Targeted services deliver specialist short break provision for children and young people with disabilities. A range of organisations are funded to provide activities after school, at weekends and during the school holidays.	Access to these services ranges from no formal assessment to an assessment through an the Early Help Assessment tool

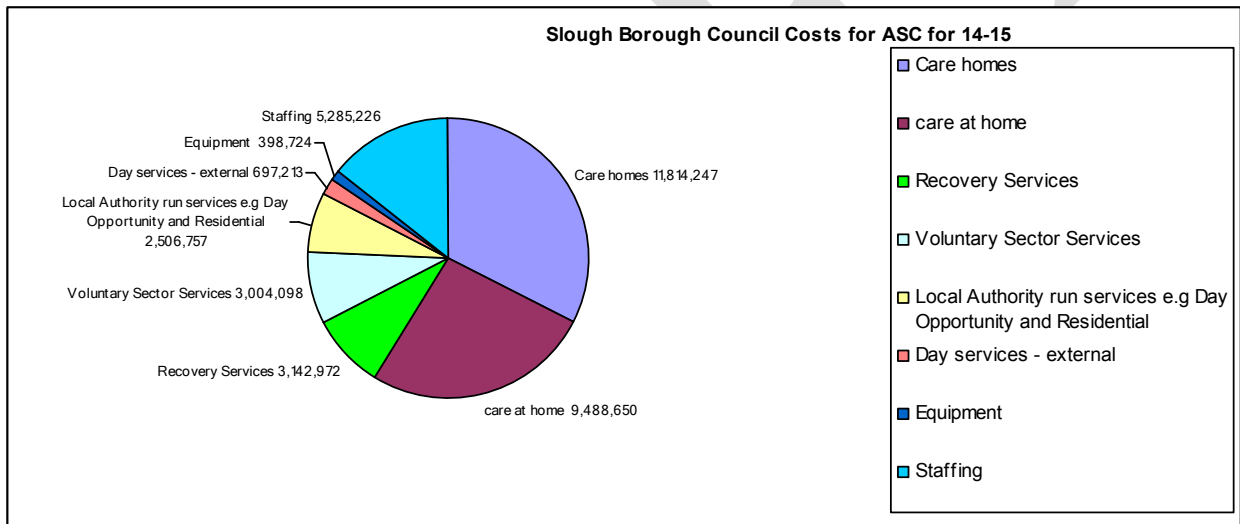
²⁴ SBC short breaks statement 2014

Level	Service Description	Eligibility
3 Specialist Services	Designed for children/ young people with complex levels of need. Short breaks include specialist day care/ overnight stays with a trained support worker.	Access to level 3 require a social care and/or health assessment

15.1 How we spend the money

Carers support is integral to all aspects of the Councils services whether directly provided or commissioned. It does this through personalised assessment and support planning to improve outcomes for both carers and the person they care for. Therefore it is not always possible to isolate financial activity which supports just the carer.

Summary of Adult Social Care (ASC) expenditure 2014-15

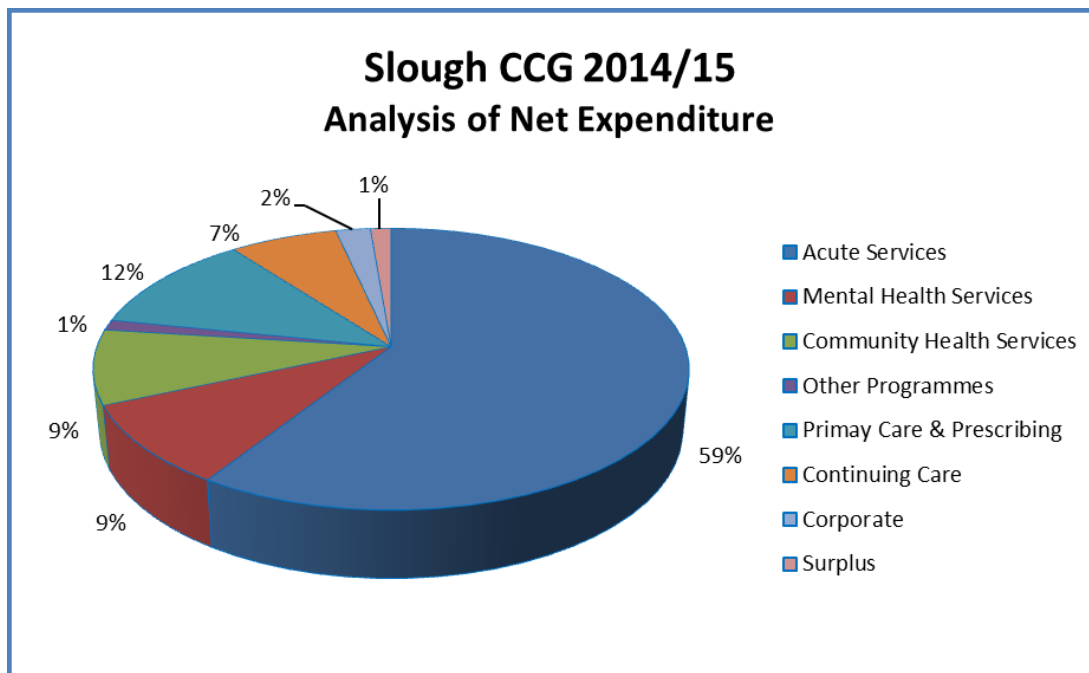


Summary of Slough CCG expenditure (net) 2014/15

The CCG expenditure for 2014/15 was £157.5 million. This equates to £1,059 for every person registered with a GP in Slough. Just over half of expenditure is spent on acute hospital services (£94 million).

The chart below²⁵ illustrated the percentage of the overall CCG budget on different services

²⁵ Slough CCG Annual report 2014/5

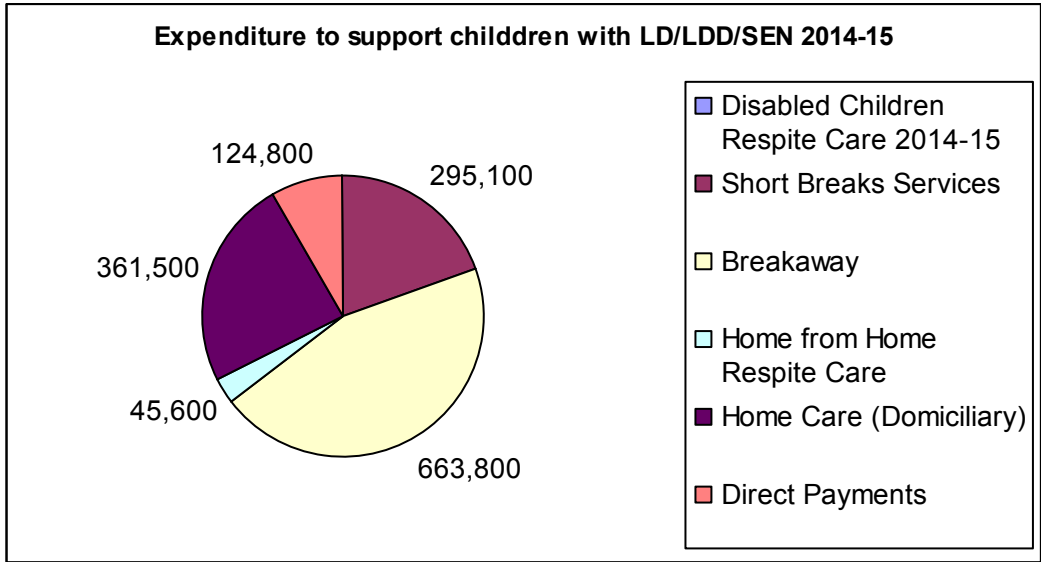


Specific commissioning activity to support carers through funding from SBC and Slough CCG (including Better Care Fund) for 2014/15 is outlined below:

Activity to support carers	Detail
Carers short breaks/ respite care/ Direct Payments	Personalised support based on needs identified
Carers training	Targeted training programme based on identified needs of carers- includes Carers Rights, Safeguarding Adults, Dealing with Stress & Improving Wellbeing, Essential First Aid.
Contribution to commissioned voluntary sector services	Carers support element includes Information, advice, advocacy, peer support, carers training, carers newsletter and carers week support
Young Carers Support	<ul style="list-style-type: none"> Recruited young carer strategic lead for 12 months to support development of pathways, assessments tools Commissioned voluntary sector organisation to run young carers awareness session within schools
Information for carers	Includes developing material to support implementation of the Care Act, promote GP Carers Register and training
Early Bird and Early Bird Plus	Provides support to parent carers of children with autism

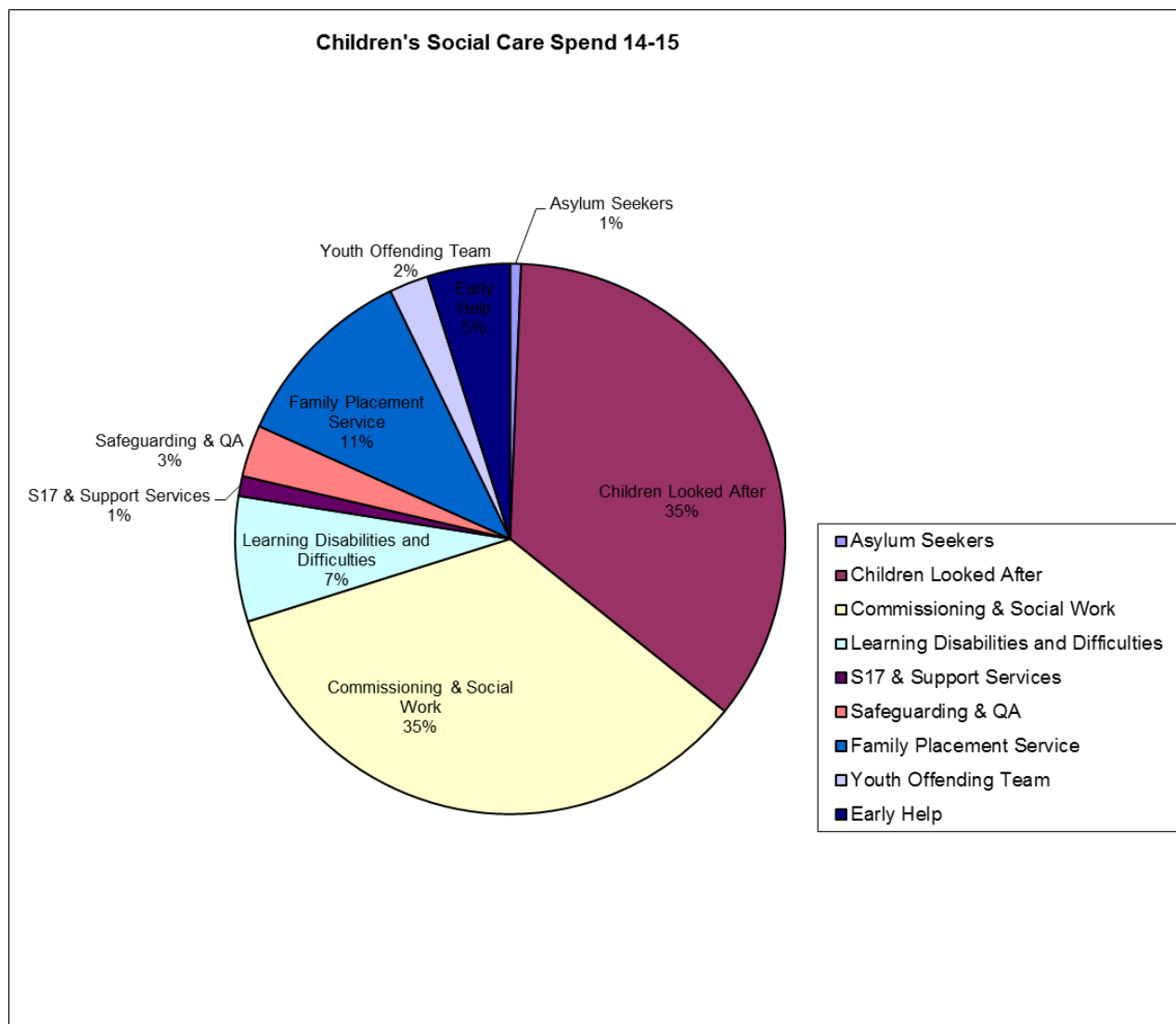
Marie Curie End of Life Care	Funds support to carers and those people who are at the end of life.
------------------------------	--

The chart below summarises Children’s Service expenditure 2014-15 to support children with learning disabilities and difficulties and those with special educational needs. This will also support parent carers of these children.



DRAFT

The following pie chart illustrates the total Children's Social Care expenditure for 2014-15. The overall expenditure is £24 million.



15.2 Future commissioning activity to support carers

For the period 2015-16 the total Slough CCG and SBC ASC budget for carer specific activity is £491,000. This funding includes the Carers elements identified within the Better Care Fund and the Department of Health grant to support the implementation of the new duties and responsibilities introduced within the Care Act.

This will fund the following activity in 2015-16

Activity	Detail
Carers Assessments / Reviews	To meet requirements of Care Act to support additional carers' assessments
Carers Direct Payments – adult carers	To meet requirement of Care Act

Activity	Detail
Voluntary sector commissioning	To meet prevention and wellbeing element of Care Act: includes Information, advice, advocacy, peer support, carers training etc
Young Carers Support	Embed young carers assessment processes locally and develop a local offer to support young carers.
Additional funding to support replacement care	Replacement care is a service for the cared for. However it is also recognised as a critical service for the carer. The cared for will be financially assessed for this support.
Carers Information	Includes developing material to ensure carers aware about their increased rights under the Care Act
Marie Curie	End of life care
Early Bird and Early Bird Plus	Support to parents of children with autism

The budget for commissioned respite care services which provide short breaks or overnight care 2014/5 is £578,000. In addition SBC manage a learning disability respite service which has a budget of £429,000. Respite services are chargeable to the cared for and will also benefit their carer/s.

SBC does not currently charge for carers' support services and this position was reaffirmed by SBC elected members earlier this year. Any future changes to the charging policy would involve full consultation with carers and other stakeholders as part of a full equality impact assessment. The future funding position of local authorities throughout the country is unclear as is the impact of Care Act including the increased numbers of carers who are eligible for support. It is important that where resources become increasingly limited, these are used to support those carers who are most at risk.

Local support to carers will be reviewed annually in light of health and social care budgets. A new national strategy for carers has also been announced by the Health Secretary.²⁶ The action plan to support this local strategy will be updated to respond to these changes.

²⁶ https://www.gov.uk/government/speeches/personal-responsibility?dm_i=I34,3I4WF,39WDV1,CJWBG,1

SBC and Slough CCG are re-commissioning the Voluntary and Community Sector (VCS) services in order to fulfil statutory duties within the Care Act as well meet local priorities for carers.

The VCS will have an important role in delivering a range of support to carers. This includes the following activities:

- Proactive approaches in supporting the early identification of carers including hidden carers
- Providing information and advice
- Undertaking carers assessments and support plans
- Supporting carers with self-assessments
- Supporting carers to register as a carer with GP surgeries
- Enabling carers to access support from a range of sources within Slough
- Supporting carers to stay physically and emotionally well
- Supporting carers to get into work or study, or carry on working or studying
- Enabling carers to enjoy a life of their own outside of caring
- Identifying and facilitating carers training
- Signposting carers, including young carers to access appropriate support
- Coordinating carers activity through range of means including Carers Forum, Carers week and newsletter
- Supporting carers to access breaks
- Undertaking awareness raising of carers with Slough e.g. employers

Other commissioning and development activities benefiting carers include;

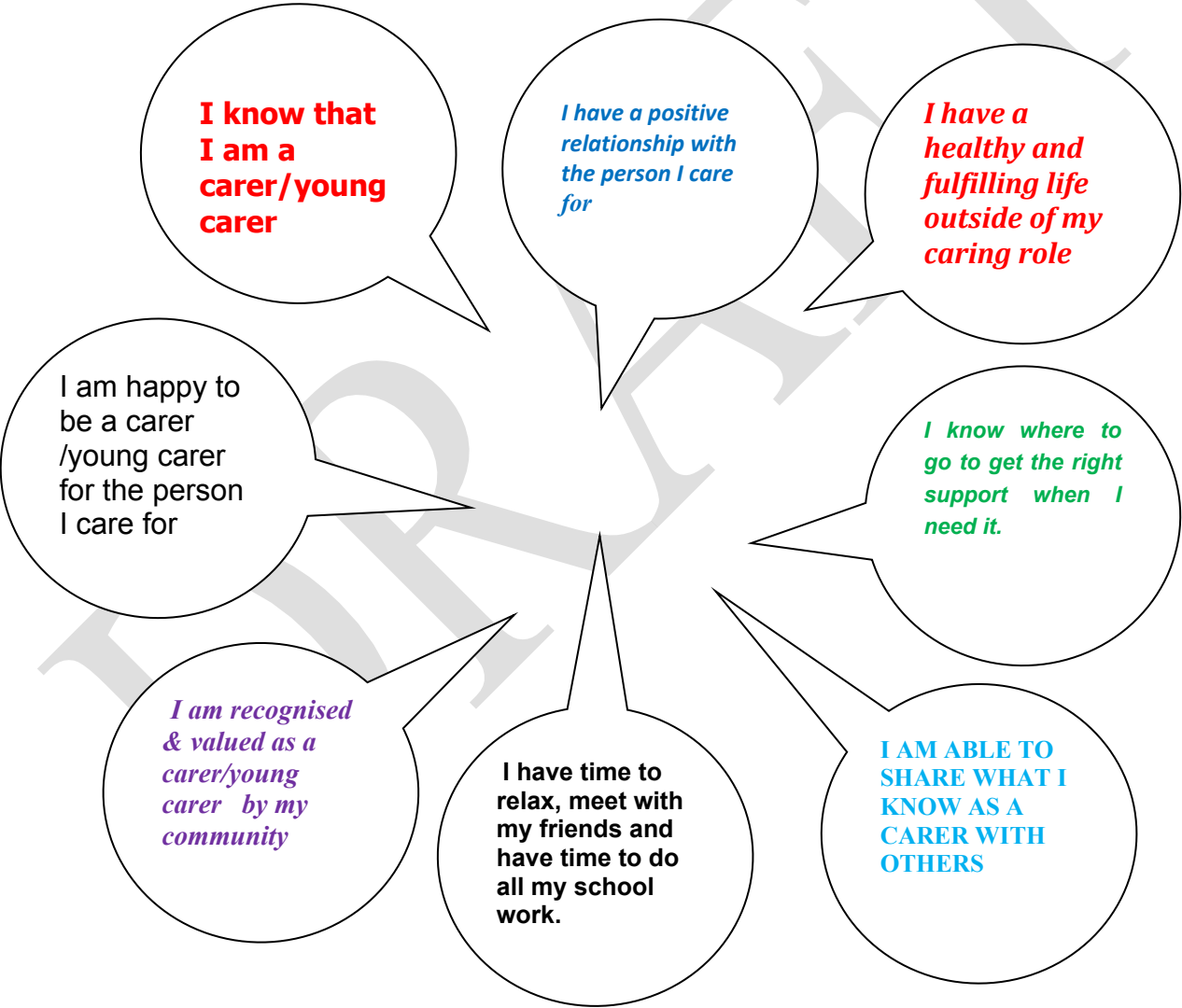
- Re-focusing adult social care practice towards a community based support in tandem with developing local links with community and voluntary organisations.
- Re-commissioning of Slough CCG and SBC advocacy services to meet statutory and non statutory needs. It will be Care Act compliant and will include advocacy for carers.
- Review and re-commissioning a range of services including personalised homecare, replacement care, housing related support, supported living, residential and day opportunities through a dynamic purchasing framework.
- Introducing a pre-paid card service to support people to manage their direct payments.
- Increased the offer for enhanced integrated intermediate care and reablement services to help people return home following a hospital admission.
- Re-tendering the Berkshire Community Equipment Service which supports and enables independence.
- Implement a separate standalone Parent Carer Needs Assessment.

- Commissioning local voluntary groups and schools to provide short breaks for children with disabilities to enable their parent carers and siblings who may be young carers to have breaks from their caring duties.
- Developed a pathway to facilitate access to financial information and advice for self funders which is impartial and independent of the Council.
- Continue to promote and develop the range of telecare equipment for service users and their carers.
- Commissioned a personal assistant matching service for service users and carers in receipt of direct payments or funding their own care. This also offers employer advice and payroll support.
- Developing options for increased coordination between health and social care support for people in care homes and residential placements. This will include their carers where appropriate.
- Continue to work closely with parent carers of children and young people with special/additional needs, to ensure their involvement in decisions made during planning or developing services. This will include re-commissioning the short- breaks service for children and young people with special/additional needs commencing 2016.
- Commissioning a pilot responder service to support people using telecare equipment in times of crisis.
- Continue to develop personalised approaches to safeguarding for the carers for person and the carer.
- Developing a local online assessment tool for carers.

16.0 Summary

This Joint Carers Strategy outlines our vision of how carers will be supported in Slough. It describes how the local market will be shaped over the next three years through developing universal, preventive and targeted services as well as the response to the new legislation. It is anticipated that there will be increased demand for support from carers and therefore vitally important that support services are accessible, affordable, responsive and targeted. We will deliver this strategy by developing a local market with a wide range of sustainable, high-quality care and support services for carers.

We will know we are successful in delivering this strategy when, using words of some of our local adult and young carers we have achieved the following:



‘Slough Caring for our Carers’

Joint Carers Commissioning Strategy 2016-20

Following the Care Act 2014, Slough Borough Council and NHS Slough CCG (the body that commissions local hospital and community NHS services) are in the process refreshing its Carers Strategy with local Carers and other partner organisations. This is an important plan which states how together, we will support Slough’s Carers over the next five years.

Valuing our Carers

We recognise Carers provide a very important role in promoting and maintaining the wellbeing of others in our local community. It is therefore important that as a Carer **you** are supported to lead as full a life as possible alongside your caring role.

The Government has set out four national priorities as to how Carers should be supported. Working together with local Carers, we have identified some local outcomes as to how these priorities will be put into action in Slough.

We want to know what your needs are as a carer so we can work to achieve the best outcomes for you and the people you care for. A Slough carer has described an outcome as “the destination, not the journey”, so think about what you would like to achieve, not how you could do it.

Under each priority please select the 4 outcomes that are most important to you, and number them 1-4, with 1 being most important.

We also want to hear anything else that we might have missed, please write any further suggestions below.

National Priority Area 1: Identification and Recognition

Local outcomes for Slough’s Carers

	I know I am a carer
	People appreciate what I do as a carer
	The support I receive meets my cultural and language needs
	I am consulted / involved in the support of the person I care for
	I can have a carers assessment if I choose to
	I have choices about the support I receive

National Priority Area 2: Realising and Releasing Potential

Local outcomes for Slough's Carers

- I have a positive relationship with the person I care for
- I am able to fulfil my role as a carer
- I am able to share what I know with others
- I am able to recognise my own needs
- I get advice and training to support the person I care for
- I meet the needs of the person I care for with dignity and respect
- I know where to go for employment opportunities, education and training

National Priority Area 3: A Life Outside of Caring

Local outcomes for Slough's Carers

- The care I give is appropriate to my age and abilities
- I will receive information about Direct Payments
- I feel part of my community
- I have opportunities to do things for myself
- I know where to go for information, help and support
- My employer understands my caring responsibilities
- I know other carers to share experiences, get support and learn from each other
- I have a life outside of caring
- It isn't assumed that my family will take on the caring role
- I am recognised as an individual and a carer

National Priority Area 4: Supporting Carers to Stay Healthy

Local outcomes for Slough's Carers

- My emotional needs are met
- My carers assessment is all about me

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

My GP knows I am a carer

I feel safe in my caring role

My physical health needs are met

I am in control of the care I give

I recognise my own needs as a carer

I can have flexible appointments with organisations that fit around my caring role

I can have a break when I need it

Any further comments or suggestions...

Demographic Information

You are not required to complete the next section, but telling us about your background will help us make sure we are meeting the needs of all our communities.

If you feel the group you identify with is not listed, please feel free to write this in.

All responses will be treated in confidence.

Are you:

- Male
- Female
- Prefer not to say

Date of Birth (dd/mm/yyyy)

Age:

- Prefer not to say

What is your Ethnic Group?

White

- British
- Irish

Any other White background, please state:

Mixed

- White and Black Caribbean
- White and Black African
- White and Asian

Any other Mixed background, please state:

Black or Black British

- Caribbean
- African

Any other Black background, please state:

Asian or Asian British

- Indian
- Pakistani
- Bangladeshi
- Sikh

Any other Asian background, please state:

Chinese or other ethnic group

- Chinese
- Other, please state:

What is your religion / faith / belief?

- | | | |
|------------------------------------|--|---------------------------------|
| <input type="checkbox"/> Christian | <input type="checkbox"/> Buddhist | <input type="checkbox"/> Jewish |
| <input type="checkbox"/> Muslim | <input type="checkbox"/> Hindu | <input type="checkbox"/> Sikh |
| <input type="checkbox"/> None | <input type="checkbox"/> Prefer not to say | |

Other (please state):

Do you have a disability?

The Equality Act 2010 defines disability as a physical or mental impairment with substantial and long- term, adverse effects on ability to perform day to day activities.

- None
- I have a specific learning difficulty (for example dyslexia)
- I am blind or partially sighted
- I am deaf or hard of hearing
- I use a wheelchair or have mobility difficulties
- I have mental health difficulties
- I have a disability that cannot be seen, e.g. diabetes, epilepsy or a heart condition
- I have Autistic Spectrum Condition or Asperger's Syndrome
- I have a disability, special need or medical condition that is not listed above
- I have two or more of the above
- I do not wish to provide this information

Thank you for taking the time to complete this survey.

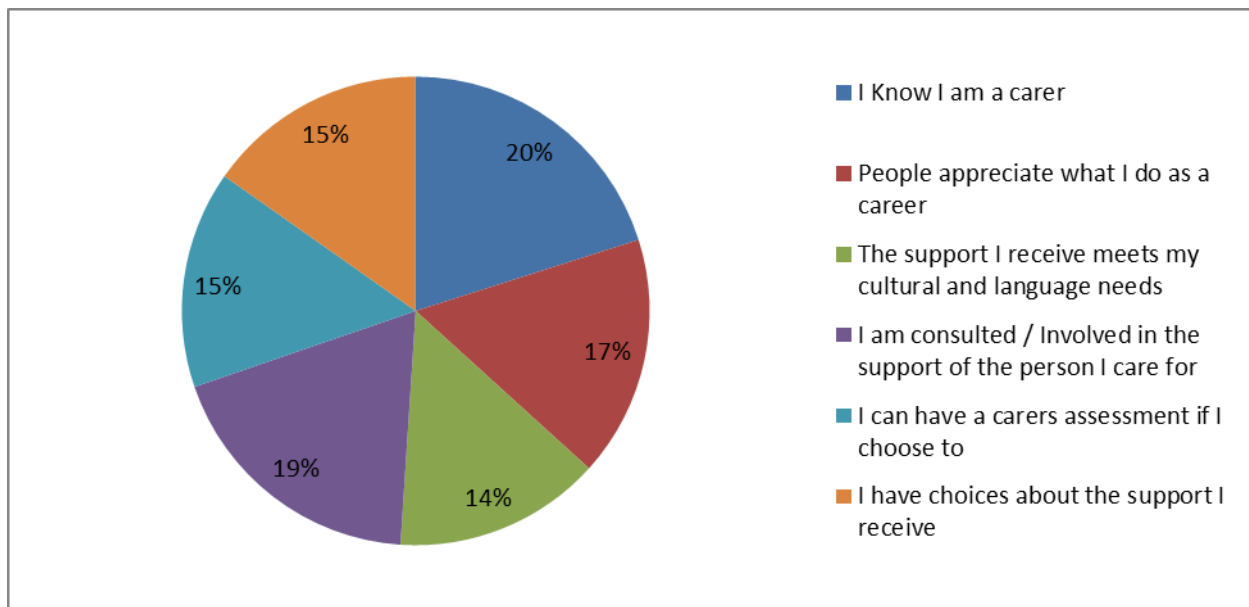
If you would like further information or to be kept up-to-date with the progress of the Carers Strategy please call Beth Reed on 01753 875538 or email beth.reed@slough.gov.uk
Please return forms by 26th June 2015

DRAFT

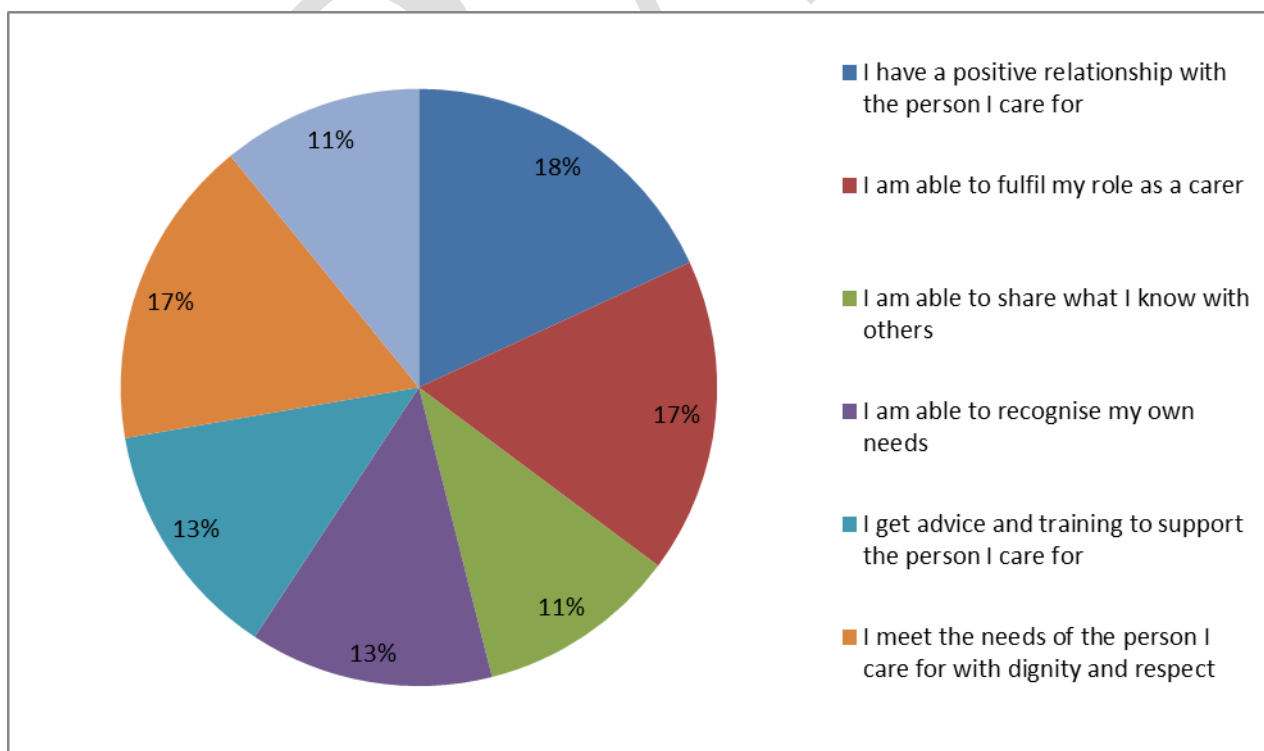
Appendix B - Responses to questionnaires

The charts below illustrate the responses to the questionnaire (appendix 1). 107 carers completed the questionnaire (89 women, 2 men and 16 not specified).

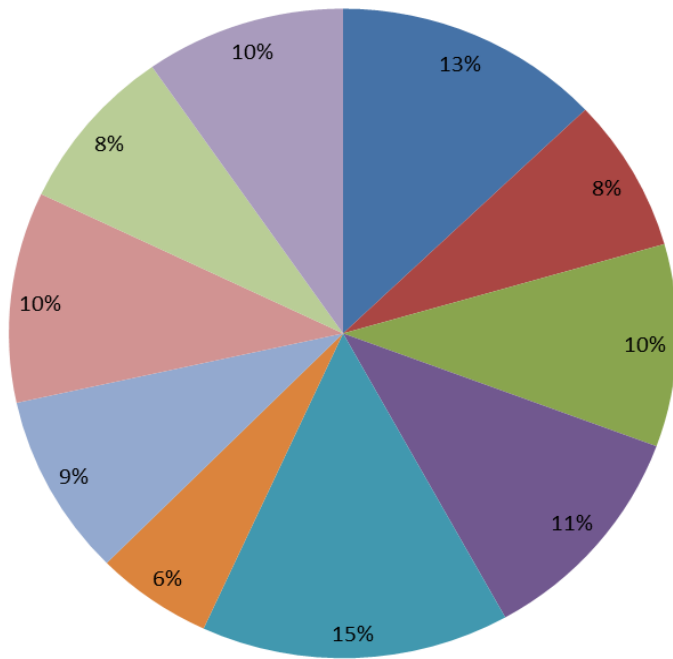
Priority 1 Identification and recognition



Priority 2 Realising and releasing potential

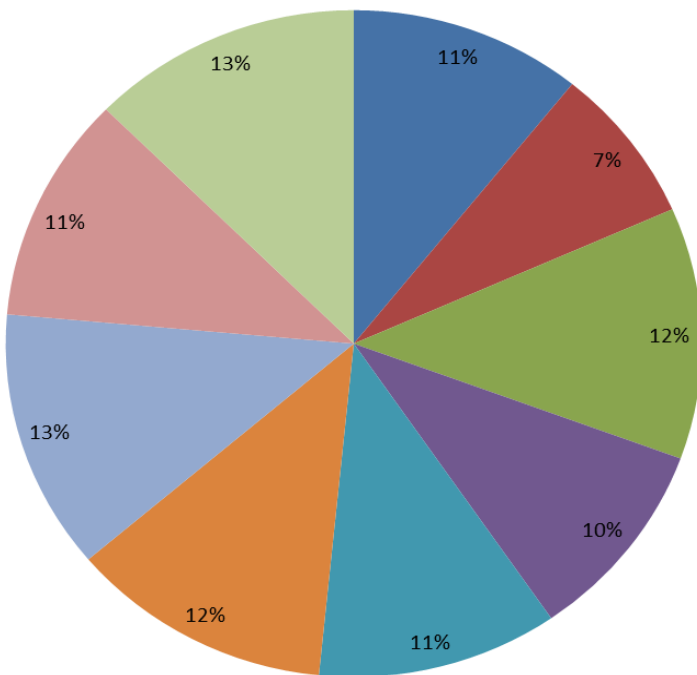


Priority 3 A Life Outside Caring



- The care I give is appropriate to my age and abilities
- I will receive information about Direct Payments
- I feel part of my community
- I have opportunities to do things myself
- I know where to go for information, help and support
- My employer understands my caring responsibilities
- I know other carers to share experiences, get support and learn from each other
- I have a life outside of caring
- it isn't assumed that my family will take on the caring role
- I am recognised as an individual and a carer

Priority 4 Supporting Carers to Stay Healthy

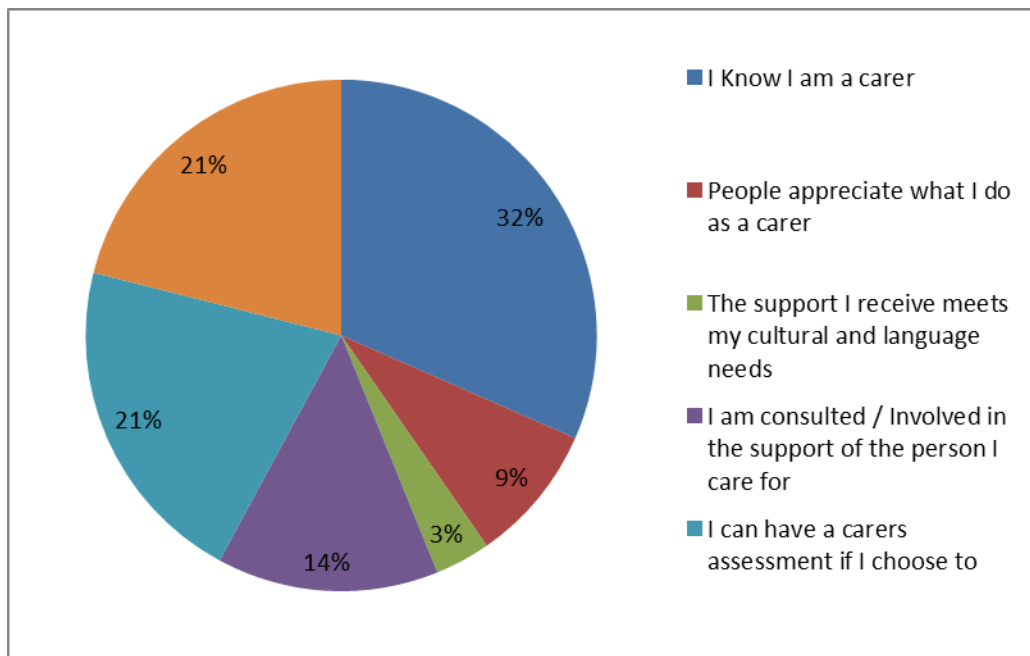


- My emotional needs are met
- My carers assessment is all about me
- My GP knows I am a carer
- I feel safe in my caring role
- My physical health needs are met
- I am in control of the care I give
- I recognise my own needs as carer
- I can have flexible appointments with organisations that fit around my caring role
- I can have a break when I need it

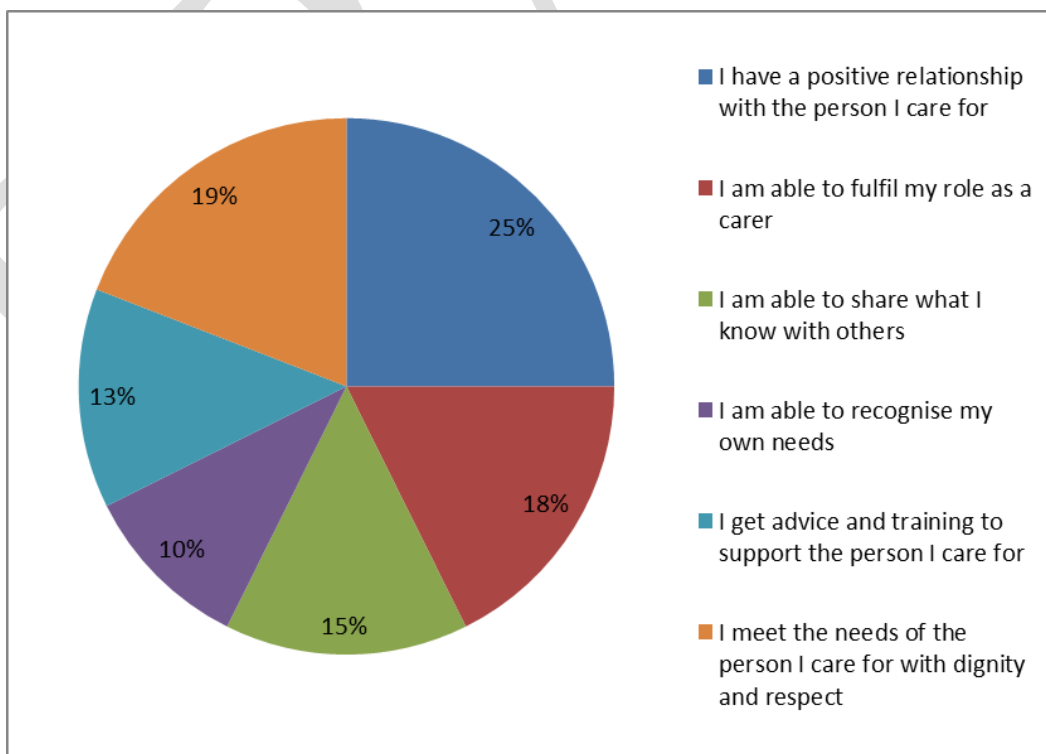
Appendix C - Responses questions at a Carer's event

The data below are responses to a group exercise at a carer's event during national carers week attended by 37 carers. It follows the same format to that in questionnaire in Appendix 1.

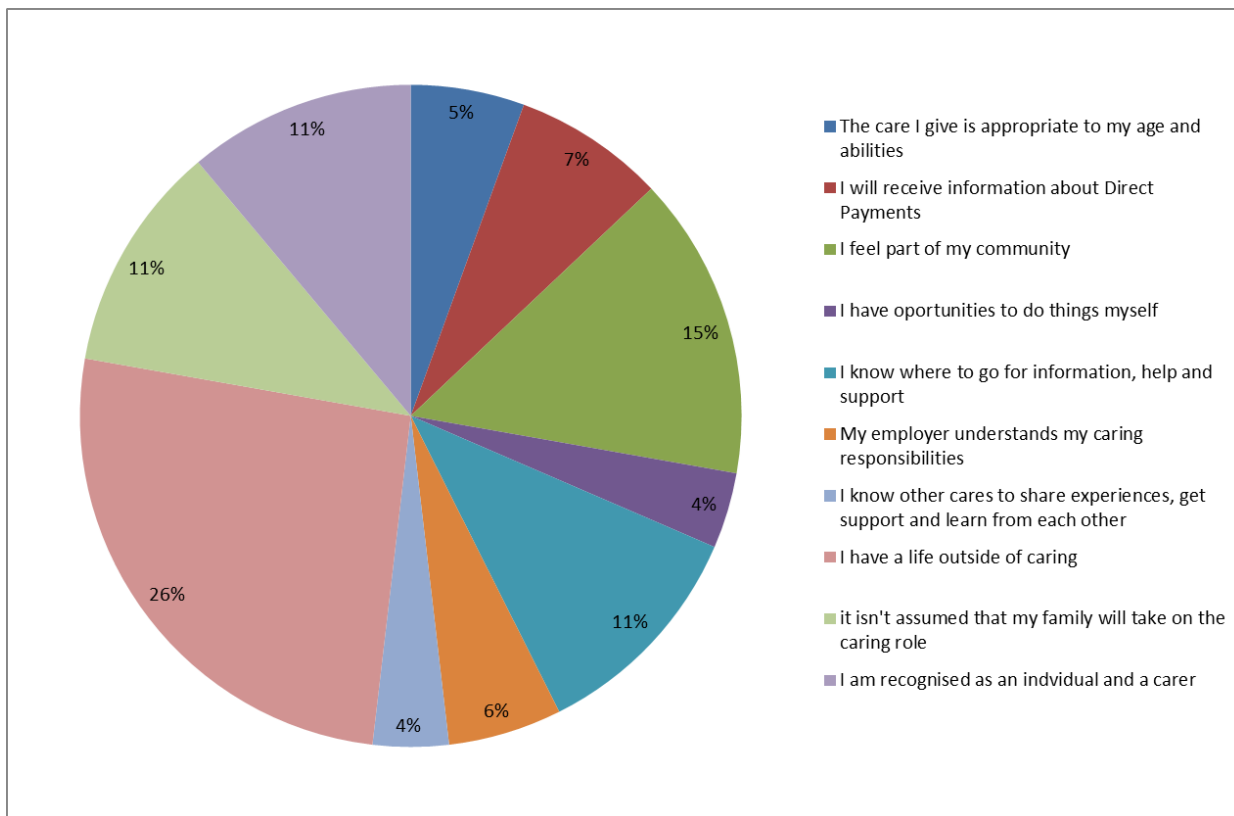
National Priority Area 1: Identification and Recognition



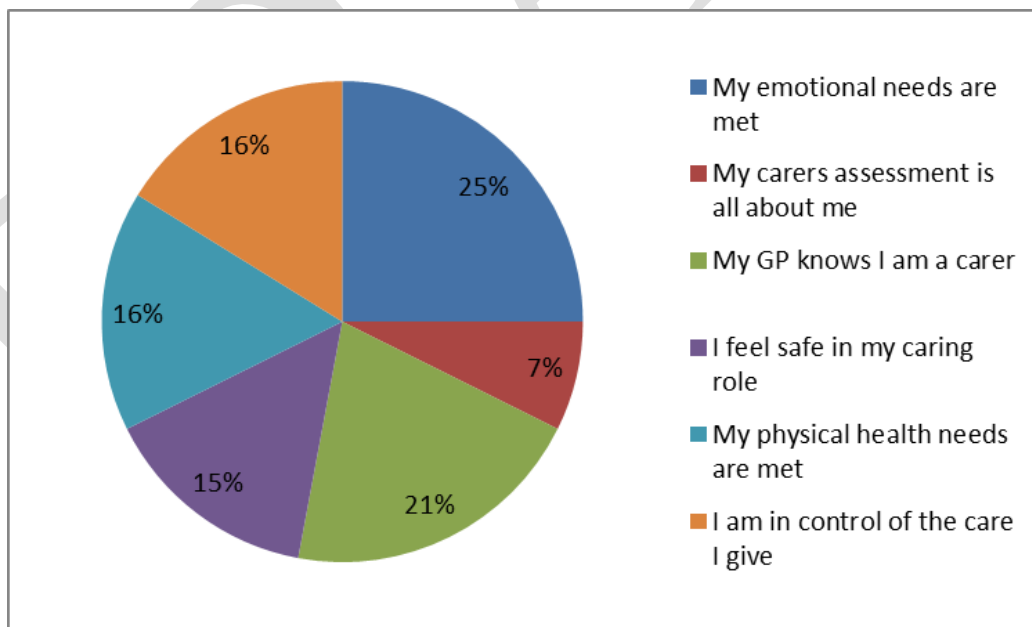
National Priority Area 2: Realising and Releasing Potential



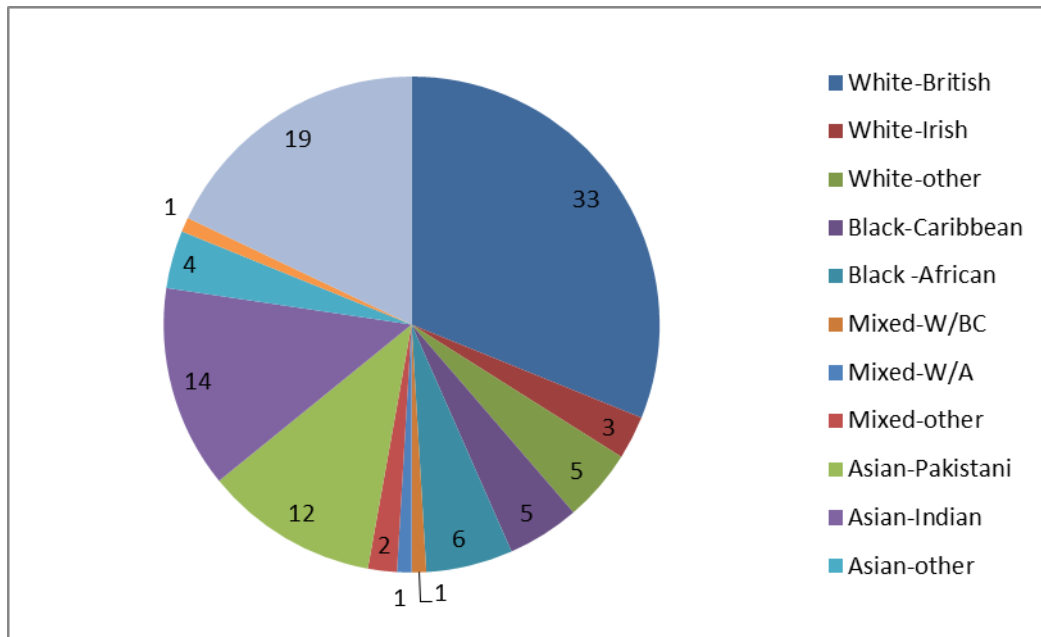
National Priority Area 3: A Life Outside of Caring



National priority Area 4: Support Carers to Stay Healthy



Ethnicity of the carers completing the questionnaire



Appendix D - Slough's Joint Carers' Commissioning Strategy 2016-21 Action Plan

This action plan has been developed in response to feedback from carers and young carers on what they say will help support them in their caring role. The delivery and monitoring of the action plan will be overseen by the Carers Partnership Board. It will be accountable to the Health Priority Delivery Group (PDG) sitting under Slough Wellbeing Board (SWB). Progress reports will be completed annually. The action plan will be also be updated as required during the life of the strategy.

Key Actions	Outcome	Measure	Lead	Timescale
Priority area 1: Identification and recognition				
<ul style="list-style-type: none"> Commissioned voluntary and community sector (VCS) to deliver preventive and targeted support to carers - includes information, advice, advocacy, carers assessments, support planning, carer awareness, tackling loneliness. Actively promote local support services for adult/parent and young carers. Continue to develop/promote Slough Services Guide http://servicesguide.slough.gov.uk/kb5/slough/services/home.page. Continue to develop and promote SBC and CCG websites to provide information for carers. 	<p>Increased number of carers who are identified in Slough including older/ working and/or from slough's diverse community.</p> <p>Carers will:</p> <ul style="list-style-type: none"> understand they are carers and are entitled to support access information and advice in order to make informed decisions engage in co-commissioning and development of new services be involved in care and support planning that meets their individual needs and the person they care for. 	<ul style="list-style-type: none"> Number of carer assessments /support plans Numbers of carers identified from all communities Carer feedback through service reviews, forums and questionnaires 	Commissioner- Adult Social Care (ASC)	January 2016 (April '16 for newly commissioned advocacy services)
Effective monitoring of commissioned services	<ul style="list-style-type: none"> Services meet outcomes within service specification 	<ul style="list-style-type: none"> Quantitative data:- e.g. numbers of people 	Commissioner - ASC	August 2016

Key Actions	Outcome	Measure	Lead	Timescale
	and deliver value for money	supported, activities, <ul style="list-style-type: none"> • Qualitative data: e.g. Support plans meeting individual outcomes, carers feedback, reduced number of carer break downs 		
<ul style="list-style-type: none"> • To monitor numbers and quality of adult and young carers assessments and support plans • To promote on line carers assessment processes when operational 	<ul style="list-style-type: none"> • Compliance with duties and responsibilities of the Care Act and Children and Families Act • Carers access more flexible assessments 	Carers feedback/improved outcomes/ reduced carers breakdowns	Commissioner-ASC Head of Early Help Head of ASC Operations	April 2016
<ul style="list-style-type: none"> • Map and profile number of carers currently known and assessing support including age, gender, ethnicity • Identify gaps • Develop coordinated approach to identifying carers who are currently unknown to services. 	<ul style="list-style-type: none"> • Increase support for local carers • Reduce carer break down 	Increased numbers of new carers identified	Commissioner-ASC Head of Early Help and Young Peoples Services	July 2016
<ul style="list-style-type: none"> • Implement locally the MOU to support young carers outlining responsibilities for identification assessment and transition arrangements. • Establish a young carers steering group to oversee implementation <p>Ensure proactive approached to identifying young carers</p>	<p>Effective arrangements in place</p> <ul style="list-style-type: none"> • Increased Identification and support young carers • Numbers of young carers known and supported by local services recoded 	<ul style="list-style-type: none"> • Increased number of young carers identified and accessing support • Views of young carers and their families 	Commissioner-ASC Head of Early Help Young Peoples Services Head of ASC Operations	April 2016
Consult carers about the planned re-modelling of Adult Social Care support pathways including	The public including carers access support in line with the Care Act (wellbeing, prevention	Carers report their views have been heard in design of the new model	Programme Manager – Social Care Reform	Jan 2016

Key Actions	Outcome	Measure	Lead	Timescale
assessments and support opportunities	and personalisation)			
Involving carers as expert partners in reviewing and developing future health and social care services	<ul style="list-style-type: none"> Support for carers is sustainable and targeted effectively Carers recognised as valued partners Effective support in place to meet local needs 	Carer feedback and evidence of engagement	Commissioner ASC CCG BCF Manager Programme Manager – Social Care Reform Slough CCG Carers lead & GP Carer lead <i>(to be identified)</i>	April 2017
Involving carers as expert partners in development of future services - e.g. short breaks	Support for carers is sustainable and targeted effectively	Carers feedback	Commissioner- ASC Children's services Commissioner	November 2016
Scope and design carers/young carers awareness training to deliver to professionals across health, social care, young people's services and partner organisations	<ul style="list-style-type: none"> Increased about awareness of the needs of both adult and young carers knowledge of local support available including assessment processes/pathways for both adult and young carers 	<ul style="list-style-type: none"> Carers feedback Higher numbers of carers will have their needs assessed for support 	Commissioner- ASC CCG Programme manager Training Officer Carers Partnership Board	April 2016

Key Actions	Outcome	Measure	Lead	Timescale
<ul style="list-style-type: none"> Social Workers in the Children's Learning Difficulties & Disabilities Services to incorporate carers assessment as a discrete section of the Child and Family Assessment Children's Services to Implement a separate standalone Parent Carer Needs Assessment to enable parents the choice as to how their needs will be assessed 	<p>All Child and Family and Parent Carer Needs Assessments will lead to agreed:</p> <ul style="list-style-type: none"> outcomes about services to be provided processes for review (an integral part of the assessment and Children In Need plan) 	<ul style="list-style-type: none"> Reduced numbers of family break downs Parent carer views 	Head of Difficulties & Disabilities	January 2016
Monitor Protocols between SBC and Slough Children's Services Trust to ensure needs of parent carers are given a high priority in the new arrangements	<ul style="list-style-type: none"> Parent carers are effectively supported to carry on their caring role Reduced family breakdown /children in care 	Parent carer feedback	Children's Services Commissioner/ Slough Children's Trust	April 2016
Priority area 2: Realising and releasing potential				
A coordinated training and information programme based on the identified needs of local carers, including peer support	Carers equipped to meet their caring responsibilities	Carers feedback Reduced carer breakdown	Commissioner - Adults Commissioned Voluntary sector provider	April - rolling 2016
Quality and effectiveness of carer support plans reviewed	The individual outcomes of carers are met.	Carer feedback. Reported outcomes and carer satisfaction.	Head of ASC Operations Commissioner - Adults	April 2016
To continue to work with schools to	Young carers protected from	<ul style="list-style-type: none"> School attendance 	Head of Youth	

Key Actions	Outcome	Measure	Lead	Timescale
ensure young carers are effectively identified and supported <ul style="list-style-type: none"> To monitor impact of the work with schools to measure impact 	inappropriate caring that impacts on their education and employment opportunities	<ul style="list-style-type: none"> GCSE/A Level results School have database of young carers 	Services	
To build on and promote good practice activities with local employers to raise awareness about the needs of working carers and promote their skills.	<ul style="list-style-type: none"> Carer feel supported to maintain their employment Increased employment opportunities for carers 	Numbers of carers in employment	Commissioner - Adults	April 2017
Review and promote employment/skills-based opportunities for carers with local partners - job centre plus, lifelong learning.	<ul style="list-style-type: none"> Carers access opportunities available to them 	Numbers of carers in employment accessing training	JCP Manager Head of Life Long Learning? Commissioner - Adults	April 2017
Priority area 3: A life outside of caring				
<ul style="list-style-type: none"> To further consult young carers about their needs To commission and develop opportunities to meet needs in light of consultation 	Young carers are supported through accessing universal and targeted support	Young carer feedback	Head of Early Help Head of Youth Services Targeted Support Manager (Young Peoples Services)	August 2017
Increased personalised support for carers	Direct Payments support carers to meet the identified outcomes with their personalised support plan	<ul style="list-style-type: none"> Increased numbers of carers receiving a direct payment Carer survey Carer Annual Reviews 	Commissioner - Adults Head of Adult Social Care	In progress To be reviewed.
Carers are directed to information and advice relevant to their needs (e.g. welfare benefits, financial/debt advice, housing and employment)	Carers receive advice and information to meet individual needs	<ul style="list-style-type: none"> Carer feedback Numbers receiving carers allowance 	Commissioner - Adults	In progress. To be reviewed 2016

Key Actions	Outcome	Measure	Lead	Timescale
Review of respite/replacement care	<ul style="list-style-type: none"> The carer receives a break from their caring role The cared for is in receipt of replacement care depending on their assessed need 	<ul style="list-style-type: none"> Reduced carer breakdown Reduced hospital admissions due to carer breakdown 	Commissioner - Adults	April 2016
<ul style="list-style-type: none"> Review demand and impact for emergency response service Develop pathway/processes 	<ul style="list-style-type: none"> Carers have increased peace of mind at time of crisis Contingency plans in place to support the cared for 	<ul style="list-style-type: none"> Reduced hospital admissions due to carer breakdown Reduced admissions to care homes 	Commissioner - Adults	April 2016
Continue to develop and promote telecare options for service users and carers	<ul style="list-style-type: none"> Increased independence for both carer and cared for 	<ul style="list-style-type: none"> Number of people accessing telecare Carer feedback 	Commissioner - Telecare	October 2016
Priority area 4: Supporting Carers to stay healthy				
<ul style="list-style-type: none"> Continue to develop and promote the GP carers register within local surgeries, including young carers Encourage carers to register with their GP Report and monitor the impact of GP carers register GPs to refer with their consent carers to local support services 	<ul style="list-style-type: none"> Recognition of carers and their health needs at GP practices GP support to carers is consistent within Slough Timely access for carers to GP appointments Increased numbers of carers accessing support 	<ul style="list-style-type: none"> Numbers of carers on GP registers Reduction in non-elective admissions to hospital Patient /carer feedback 	Slough CCG Carers lead & GP Carer lead (<i>to be identified</i>)	July 2016 Rolling

Key Actions	Outcome	Measure	Lead	Timescale
<ul style="list-style-type: none"> Promote annual health checks for eligible groups and flu vaccinations Helping carers to identify their own health needs and those of the people they care for 	<ul style="list-style-type: none"> Carers health needs are met Early identification and prevention of health conditions Carers are better able to manage their health and wellbeing, including stress 	<ul style="list-style-type: none"> Increase take up annual health checks and flu vaccinations Screening activity and early detection of illness Reduction in hospital admissions Reduce number of carer breakdown Carer feedback Carers participating in health awareness programmes 	Slough Public Health lead	Rolling
<ul style="list-style-type: none"> GP practices refer carers to local services to help meet identified needs. GPs to promote local services 	Carers receive improved support through integrated working between health, social care and voluntary sector.	<ul style="list-style-type: none"> Increased numbers of carers referred for carers assessments and sign posted to other agencies Increased number of Carers receiving appropriate support including carers assessment 	Slough CCG Carers lead & GP Carer lead <i>(to be identified)</i> Commissioner - Adults	April 2016 Rolling
<ul style="list-style-type: none"> Ensuring carers are appropriately safeguarded according to local multi-agency policy and procedures Commissioned services have robust safeguarding procedures 	<ul style="list-style-type: none"> Carers have a clear understanding of what safeguarding means Carers have access to appropriate support to prevent safeguarding 	<ul style="list-style-type: none"> Number of safeguarding alerts involving carers Numbers of carers attending safeguarding training Numbers of carers 	Head of Safeguarding and Learning Disability	June 2016

Key Actions	Outcome	Measure	Lead	Timescale
<p>in place and comply with local policies and procedures.</p> <ul style="list-style-type: none"> Promote where appropriate carers in safeguarding processes 	<p>concerns</p> <ul style="list-style-type: none"> Carers are appropriately engaged and involved in safeguarding investigations 	<p>attending safeguarding meetings</p>		
<ul style="list-style-type: none"> To improve admissions and discharge arrangements for carers between hospital and community. Carers identified on discharge and signposted for support 	<p>Carers are fully involved in admissions and discharge arrangements resulting in smooth transitions for carer and cared for.</p> <p>Carers accessing timely support</p>	<p>Carer and patient feedback</p>	<p>Slough CCG Carers lead & GP Carer lead Commissioner – Adults Frimley NHS Foundation Trust Role (?)</p>	<p>September August 2016</p>

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th January 2016

CONTACT OFFICER: Dave Gordon (Scrutiny Officer)
(For all enquiries) (01753) 875411

WARD(S): All

PORTFOLIO: Cllr Mann – Commissioner for Children and Education

PART I
NON-KEY DECISION**REFERENCES FROM OVERVIEW AND SCRUTINY –**
SLOUGH LOCAL SAFEGUARDING CHILDREN’S BOARD ANNUAL REPORT**1. Purpose of Report**

The purpose of this report is to report the Panel’s views on the matter of safeguarding audits (as laid out in Section 11 of Children’s Act 2004) to Cabinet. This was discussed as part of the Slough Local Safeguarding Children’s Board Annual Report, taken by the Education and Children’s Services (ECS) Scrutiny Panel on 3rd December 2015.

2. Recommendations

That Cabinet notes the ECS Scrutiny Panel’s endorsement of the following policy:

- All contracts with outsourced service providers must stipulate that they conduct a safeguarding audit to Section 11 (Children’s Act 2004) standards to underpin SBC’s responsibilities in the area.

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

This recommendation relates to the following priority:

- Safer Communities

3b. Five Year Plan Outcomes

This recommendation relates to the following priority:

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

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

Beyond the potential costs for outsourced service suppliers created by any new processes, the recommendation should not have any financial implications for Slough Borough Council (SBC).

(b) Human Rights Act and Other Legal Implications

The recommendation relates to Section 11 of the Children's Act 2004 (referred to as 'The Act' in this report).

5 Supporting Information

5.1 At its meeting on 3rd December 2016, ECS Scrutiny Panel discussed the Slough Local Children's Safeguarding Board's Annual Report for 2014 – 15. One theme which emerged during discussions with the Board's Chair was the need for sound quality assurance and a sound auditing policy and process. The Chair signalled his commitment to these aspects of the organisation's work and members of ECS Scrutiny Panel supported this priority.

5.2 In order to ensure that these efforts are supported at all levels, the matter of safeguarding audits was also raised. The Children's Act 2004 set out a series of standards by which safeguarding arrangements in public bodies would be assessed. The Act also established the public bodies which were subject to this assessment.

5.3 The standards outlined in Section 11 of The Act are as follows:

- Senior management commitment to the importance of safeguarding and promoting children's welfare;
- A clear statement of the organisation's responsibilities towards children is available for staff and volunteers;
- A clear line of accountability exists within the organisation for work on the safeguarding of children;
- Developments within the organisation take account of the need to safeguard children and are informed, where appropriate, by the views of children and families;
- Training on the safeguarding of children for staff and volunteers working with or, depending on the organisation's responsibilities, in contact with children and families;
- Safer recruitment;
- Effective inter-agency working to safeguard children;
- Staff are aware of the information sharing procedure for their organisation; and
- Work with individual children and their families

5.4 The Act specifies that these standards apply to:

- Local authorities;
- District Councils;
- Strategic Health Authorities and Special Health Authorities;
- Primary Care Trusts, NHS Trusts and NHS Foundation Trusts;
- Local policing bodies and The British Transport Police Authority;
- Local Probation Boards; and
- Youth Offending Teams

5.5 One question arising from this discussion was the matter of outsourced services. SBC has undertaken a variety of contracts with service providers in recent years. Given the technical wording of The Act, those delivering these outsourced services are not required to undertake such audits. However, given the intentions of The Act, the

interests of the local community and the objectives of SBC in ensuring comprehensive safeguarding arrangements for children, the Panel agreed it was logical that Section 11 audits should be undertaken as appropriate by service providers.

5.6 As a result, the Panel resolved that outsourced service providers should be obliged to meet the standards outlined in The Act. In order to ensure this, an explicit stipulation regarding Section 11 audits should be included in future contracts awarded to those who have agreed to provide services previously undertaken by SBC.

5.7 Slough Local Safeguarding's Children Board would also be reporting on SBC's performance on safeguarding in 2016. The formalisation of responsibilities for outsourced service providers, and the production of comprehensive assessments of these responsibilities, would also enable their work to be included in future analysis.

6 **Conclusion**

6.1 On the basis of the information and reasoning provided in Sections 5.1 – 5.7, Cabinet is requested to note the ECS Scrutiny Panel's support for the proposal contained in Section 2 .

7 **Appendices**

None

8 **Background Papers**

Slough Local Safeguarding Children's Board Annual Report 2015 - 16

This page is intentionally left blank

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 18th January 2016

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 JANUARY 2016 TO 31 MARCH 2016

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 144
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 - 18th January 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Medium Term Financial Planning Update</u></p> <p>To receive an update on the latest position with regards to the Medium Term Financial Strategy, including further savings proposals for 2016/17.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None	√	
<p><u>Business Rates & Council Tax Policies</u></p> <p>To consider a report on the Council's Business Rates and Council Tax policies.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><u>Council Tax Support Scheme 2016-17</u></p> <p>To consider a report on the future options for the Council Tax Support Scheme 2016-17.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
<p><u>HRA Rents & Service Charges - 2016/17</u></p> <p>To seek approval of the Housing Revenue Account rent and service charge changes for 2016/17.</p>	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	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>Leisure Strategy</u></p> <p>To consider a further report on the implementation of the Leisure Strategy, including decisions to progress the proposed new leisure centre provision, Arbour Park Phase 2 and ice arena refurbishment.</p>	C&L	All	All	Roger Parkin, Strategic Director Customer and Community Services Tel: 01753 875207	-	None		Yes, p3 LGA
<p><u>Five Year Plan Refresh</u></p> <p>To provide Cabinet with a refresh of the Five Year Plan to ensure that the actions we are taking to achieve the previously agreed eight outcomes remain the right actions; and our forward planning is aligned with the budget and medium term financial planning.</p>	F&S	All	All	Dean Tyler, Head of Policy, Partnerships & Programmes Tel: (01753) 875847	-	None	√	
<p><u>Slough Caring for our Carers' - Joint Carers' Commissioning Strategy 2015-20</u></p> <p>To approve the Joint Commissioning Strategy for Slough.</p>	H&W	All	Health & Wellbeing	Sally Kitson, Commissioner (Adults) Tel: 01753 875594	Health Scrutiny Panel, 1/10/15	None		
<p><u>Contracts in Excess of £250k 2015/16</u></p> <p>To seek approval to commence procurement for any contracts in excess of £250,000 in the 2015/16 financial year, additional to those approved by the Cabinet in April 2015.</p>	F&S	All	All	Claire Portsmouth	-	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

<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		

Cabinet - 8th February 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
Financial & Performance Report - Quarter 3 2015-16 To receive the latest financial and performance information for the period between September to December 2015 including revenue and capital expenditure; write off and virement requests; and the Council's Balanced Scorecard and Gold Project updates.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	-	None		
Capital Strategy 2016-2021 To consider, and if agreed, to recommend to Council the Capital Strategy for the period 2016 to 2021.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	O&S, 4th February 2016	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

<u>Treasury Management Strategy 2016-17</u> To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2016-17.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	O&S, 4th February 2016	None		
<u>Medium Term Financial Strategy 2016-2020</u> To consider, and if agreed, to recommend to Council the Medium Term Financial Strategy 2016-20.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	O&S, 4th February 2015	None		
<u>Revenue Budget 2016-17</u> To agree the recommendations to be made to Council on the 2016-17 Revenue Budget.	F&S	All	All	Joseph Holmes, Assistant Director, Finance & Audit Tel: 01753 875358	O&S, 4th February 2016	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		
<u>Trelawney Avenue Redevelopment Plan Update</u> Further to the Cabinet report of November 2015, to receive an update and take key decisions on the Trelawney Avenue Redevelopment Plan.	N&R	Langley Kedermister	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	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

<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		

Cabinet - 14th March 2016

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<u>Environmental Services and Highways Contract Procurement</u> The request to procure the new Environmental Services & Highways Contract for the delivery of the services including waste collection, street cleaning, green estate and Highways. There will also be an explanation of the outcomes of the commissioning process, soft market testing and the preferred contract vehicle and services scope.	E&O	All	Regeneration & Environment	Nicholas Hannon, Environmental Strategy & Governance Manager Tel: 01753 875275	Overview & Scrutiny Committee, February 2016	None	√	
<u>Small Sites Development Strategy Update</u> Further to the Cabinet report in September 2015, the receive an update on the progress of the Small Sites Development Strategy.	N&R	All	All	Stephen Gibson, Head of Asset Management Tel: 01753 875852	-	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

<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	√	

Document is Restricted

This page is intentionally left blank