

Date of issue: Wednesday, 7 March 2018

MEETING:	OVERVIEW & SCRUTINY COMMITTEE (Councillors Chohan (Chair), Chahal (Vice Chair), Chaudhry, N Holledge, Parmar, Rana, A Sandhu, R Sandhu and Sarfraz)
DATE AND TIME:	THURSDAY, 15TH MARCH, 2018 AT 6.30 PM
VENUE:	VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	SHABANA KAUSER 01753 787503

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.



NIGEL PALLACE
Interim Chief Executive

AGENDA

PART I

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
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Apologies for absence.

CONSTITUTIONAL MATTERS

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 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.

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 Last Meeting held on 1st February 2018	1 - 4	-
3.	Action Progress Report	5 - 6	All

SCRUTINY ISSUES

4.	Member Questions	-	-
<p><i>(An opportunity for Committee Members to ask questions of the relevant Director/ Assistant Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i></p>			
5.	Adult Social Care Transformation 2018 - Annual Update	7 - 34	All
6.	Revenue Financial Report 2017/18 - Quarter 3	35 - 52	All
7.	Review of Housing Allocations Scheme 2013/18	53 - 58	All
8.	Obesity Task and Finish Group - Final Report and Recommendations	59 - 78	All

AGENDA
ITEM

REPORT TITLE

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MATTERS FOR INFORMATION

9.	Forward Work Programme	79 - 84	All
10.	Members Attendance Record 2017/18	85 - 86	-
11.	Date of Next Meeting - 12th April 2018		

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. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. 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.

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Overview & Scrutiny Committee – Meeting held on Thursday, 1st February, 2018.

Present:- Councillors Chaudhry, Parmar, Rana, A Sandhu, R Sandhu and Sarfraz.

Also present under Rule 30:- None.

Apologies for Absence:- Councillor Chahal and N Holledge.

PART I

58. Election of Chair

In the absence of the Chair and Vice-Chair, the Senior Democratic Services Officer sought nominations for Election of Chair for the duration of the meeting. Councillor Chaudhry was proposed by Councillor A.Sandhu and seconded by Councillor Rana to chair the meeting.

Resolved – That Councillor Chaudhry be elected Chairman for the duration of the meeting.

(Councillor Chaudhry in the Chair)

59. Declarations of Interest

None were declared.

60. Minutes of the Last Meeting held on 11th January 2018

Resolved – That the minutes of the meeting held on 11th January 2018 be approved as a correct record.

61. Action Progress Report

The Committee were provided with an update on the current status of the actions agreed.

Resolved – That details of the Action Progress Report be noted.

62. Member Questions

None received.

63. Treasury Management Strategy 2018-19

Details of the Treasury Management Strategy (TMS) for 2018/19 were outlined, which included the financing and investment activity for the forthcoming financial year. It was highlighted that the Chartered Institute of

Overview & Scrutiny Committee - 01.02.18

Public Finance and Accountancy's (CIPFA) Code of Practice recommended that a local authority's total debt should be lower than its highest forecast for Capital Financing Requirement over the next three years. It was noted that the highest forecast of CFR during the next three years for Slough was £584m and the total debt for 2018/19 was forecast to be £424m and the Council would therefore comply with the recommendation.

Responding to an increase of £32m in the borrowing strategy during 2017/18, the Service Lead, Finance informed the meeting that although income from capital receipts, grants and Section 106 Agreements contributed towards the capital programme, the shortfall was made up from the borrowing strategy.

A Member asked to what the potential impact of Brexit was likely to have on interest rates. It was noted that no major changes were anticipated to interest level rates until 2020 although a degree of uncertainty would always remain with capital investments.

Members were reminded that the TMS would be considered by Cabinet on the 5th February with a view to recommending it to Council meeting on 22nd February 2018.

Resolved – That details of the Treasury Management Strategy 2018/19 be noted.

64. Capital Strategy 2018/24

The Service Lead, Finance summarised the Capital Strategy 2018/24 and the capital programme for 2018/19. The Cabinet would be considering the strategy on 5th February 2018 and would be recommending it to full Council on 22nd February.

There would be investment of £285m to 2024 including £40.5m to expand local schools, £13.1m on leisure facilities, £75.3m on Council housing through the Housing Revenue Account, £66.7m on James Elliman Homes and £54.1m on major two centre regeneration schemes. The programme was funded from various sources including grants and capital receipts with a majority funded through borrowing. The links to the Treasury Management Strategy in supporting the significant programme of investment was noted.

The Committee discussed the revenue contributions to capital schemes which were used in limited and specific circumstances. It was noted that the Government had introduced new flexibilities for local authorities to use capital receipts which the Council would utilise for appropriate schemes. At the conclusion of the discussion the Committee noted the Capital Strategy 2018/24.

Resolved – That details of the Capital Strategy 2018/24 as set out in the report, be noted.

Overview & Scrutiny Committee - 01.02.18

65. Revenue Budget 2018-19

The Service Lead Finance outlined details of the Revenue Budget for 2018/19 and the decisions required for the Council to achieve a balanced budget for the year ahead. 2018/19 was set to be another difficult year financially for the Council, with a continued reduction in Government funding, as well as an increased demand for Council services. It was outlined that the Council had successfully delivered a number of change projects in recent years, with a number of the Council's services being delivered by private sector partners. An income of over £6.4 million had been generated by Slough Urban Renewal, which allowed the Council to protect frontline services whilst continuing with investment for key projects across the Borough.

The Committee were informed that a 4.5% increase in Council Tax was being proposed. 3% increase was due to the Government's Adult Social Care precept and 1.5% for the Council to fund all other services. It was noted that funds would be used to address the homelessness issues in the Borough. Members were advised that the increase in Council Tax was the lowest when compared with other Berkshire Local Authorities. Details of the anticipated Fire Authority and Thames Valley Police precept levels were outlined.

A number of issues were raised by Members commenting on the proposed budget, including queries regarding the assessment and determination of fee levels for Burials & Cremations and Sex Establishments. It was agreed that an explanation relating to these would be circulated to the Committee. A Member queried the increase in Development Management Pre-Application Fee for a 1 dwelling property from £55 in 2017/18 to a proposed fee of £275 in 2018/19. It was explained that this was due to the fact that the Council had not been charging what it should have been and the proposed fees were in line with those currently being charged by neighbouring local authorities. It was agreed that further details would also be circulated to Members relating to what information was included in requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or similar notice.

Responding to whether the planned savings target of £450k in 2018/19 for a reduction in agency staff were realistic and achievable, the Service Lead Finance assured explained that there would be a greater degree of control over agency staff as all would have to be processed through the new HR matrix system. The figures were also monitored on a monthly basis and the Committee were assured that the anticipated savings would be achieved.

Resolved – That details of the Revenue Budget 2018/19, as outlined in the report and appendices, be noted.

66. Work Programme 2017-18

Resolved – That details of the Forward Work Programme be noted.

Overview & Scrutiny Committee - 01.02.18

67. Members' Attendance Record 2017-18

Resolved – That details of the Members' Attendance Record 2017/18 be noted.

68. Date of Next Meeting - 15th March 2018

The date of the next meeting was confirmed as 15th March 2018.

Chair

(Note: The Meeting opened at 6.36 pm and closed at 7.32 pm)

Overview and Scrutiny Committee – Actions Arising from Meetings

15th March 2018

Minute:	Action:	For:	Report Back To: Date:
52	Members discussed the future arrangements for scrutiny of the plan and it was proposed that an informal meeting of the Committee be held prior to the start of the next municipal year to discuss the impact that scrutiny had had and to consider how future arrangements could be improved.	Strategy & Performance	OSC 12 th April 2018
53	The potential to establish a Business Improvement District was raised and it was agreed that further information on the proposal be sent to members of the Committee.	Town Centre Manager	OSC 15 th March 2018
53	It was requested and agreed that further information on the measures taken to address issues of child protection at licensed hotels within the Borough be sent to the Committee.	Children's Services	OSC 1 st February 2018

1st February 2018

Minute:	Action:	For:	Report Back To: Date:
65	A number of issues were raised by Members commenting on the proposed budget, including queries regarding the assessment and determination of fee levels for Burials & Cremations and Sex Establishments. It was agreed that an explanation relating to these would be circulated to the Committee.	Finance and Audit	OSC 15 th March 2018

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SLOUGH BOROUGH COUNCIL

REPORT TO: Oversight & Scrutiny Committee

DATE: 15 March 2018

CONTACT OFFICER: Simon Lawrence, Adult Social Care Programme Manager
(For all Enquiries) (01753) 875121

WARD(S): ALL

PART I
FOR COMMENT & CONSIDERATION

ADULT SOCIAL CARE TRANSFORMATION 2018 – ANNUAL UPDATE**1. Purpose of Report**

1.1 This report identifies the progress made by the Adult Social Care Transformation Programme since 2015, in meeting the ambitions set out in the department's Strategy. The report also outlines how project deliverables have and will continue to ensure that the department will benefit from these changes enabling the department to be better prepared to manage current and future demand and budget pressures and at the same time as improving the outcomes of our residents.

1.2 The programme of work being undertaken by the department has been devised to oversee the improvements to social care practice under the Care Act 2014, the development of new ways of working, NHS integration and deliver £7.9m of savings 2015-19.

2. Recommendation(s)/Proposed Action

The Committee is requested to note the report and attached presentation, specifically:

1. The progress made in the delivery of the transformation programme
2. The cessation of important incomes streams namely the Better Care Fund (ceases 2020) and the time limited financial support provided by the Adult Social Care precept and the implications that this will have to the department
3. The increasing demand on services generated by the current case load and the future medium-term changes in population demographics in Slough and how this will impact the delivery and quality of services locally
4. The need for meaningful conversation with the Citizens of Slough regarding the impact that population and budget pressures will have and the role they have in supporting the vision for adult social care in Slough.

3a. Slough Joint Wellbeing Strategy Priorities

The adult social care transformation programme supports the following priorities of the wellbeing strategy:

1. *Increasing life expectancy by focusing on inequalities*
2. *Improving mental health and wellbeing*

Though not specifically a Wellbeing strategy priority, the work of the adult social care programme also supports the reduction of loneliness and social isolation in the Borough, a core area of focus in 2018.

3b. **Five Year Plan Outcomes**

Outcome 2 (“Our people will become healthier and will manage their own health, care and support needs”) of the Council’s Five Year Plan is supported through the delivery of the Adult Social Care Programme.

4. **Other Implications**

(a) Financial

- 4.1 Since 2013 there has been a 17% reduction in the net budget for the adult social care department reducing from £38.3m to £31.9m.
- 4.2 Since 2015 the programme has delivered £4.814mn of the targeted £7.9 mn of savings (2015-19). The significant projects that have delivered this include:
 - a. LD Change Programme – £1mn, though the provisioning of LD day services in to the community
 - b. Housing Related Support - £600k, contract review of local HRS services
 - c. ASC Departmental Restructure - £600k, implementation of community based teams, new line management structures and reduction in locum use
 - d. Drug & Alcohol Team Service Review - £100k, recommissioning of local DAAT services
 - e. Voluntary Sector Contract - £425k recommissioning of local services through the a new innovative outcomes based contract awarded to SPACE
 - f. Continuing Health Care - £250k, review of business processes and re-training of staff to identify joint NHS funded clients
 - g. Increasing Fees - £189k, increased client charging fees
- 4.3 During this period it must be noted that whilst the changes to social work practice have effectively managed new demand at the front door (see slides 14 & 15 of attached presentation Annex A, figures 1 & 2), the cost of existing clients in care homes and when cared for at home rose as clients continue to become more complex to manage. This is a continuation of the trend observed in 2016/17.
- 4.4 Further to this other budget pressures in 2017/18 include:
 - a. The introduction on the National Living Wage, requiring an additional £440k
 - b. HMRC ruling change to “Sleep In” shifts for care workers, requiring an additional £35k
 - c. Continuing increases in the costs required to manage the increase in Deprivation of Liberty Safeguards, requiring an additional £100k
 - d. Non-pay inflation and unit price increases, £399k
 - e. Increased complexity of client needs
- 4.5 In attempt to off-set the demand pressures Slough Borough Council made use of the social care precept to raise council tax by 3% in 2017-18 and a further 3%

2018-19. This generated £3.183mn which has been allocated to fund demographic growth, Care Act obligations and non-pay inflation.

4.6 As recognition in the growth in demand for adult social care and its critical importance in supporting the delivery of NHS services (specifically to support hospital discharges) Central Government have provided the following one off contributions to Slough through the Improved Better Care Fund (IBCF):

- a. 2017-18 = £2.4m
- b. 2018-19 = £3.1m
- c. 2019-20 = £3.3m

4.7 It is important to note that the Better Care Fund ceases in 2020 and there are currently no known plans for its replacement or indication on how the adult social care supporting funding arrangements from the NHS will be replaced. The Green Paper on the future of Adult Social Care funding is expected later this year is expected to shed some light on this.

(b) Risk Management

<i>Risk/Threat/Opportunity</i>	<i>Recommendation</i>	<i>Mitigation(s)</i>
The cessation of important incomes streams namely the Better Care Fund (ceases 2020) and the time limited financial support provided by the Adult Social Care Precept	The implications that these income streams will cease will have a significant consequence on the gross budget for ASC. In 2017/18 this equates to £3.9mn and £4.7 mn in 2018/19	<ol style="list-style-type: none"> 1. <i>DASS Briefings with Cabinet Members.</i> 2. <i>Awaiting central government consultation and green paper on adult social care due 2018.</i> 3. <i>Bi-weekly ASC budget management meetings</i>
Increasing demand on services generated by the current case load and the future medium term changes in population demographics in Slough will have a significant impact the delivery and quality of services	There is need for meaningful conversation with the Citizens of Slough on the impact that population and budget pressures will have and the role they have in supporting the vision for adult social care locally.	<ol style="list-style-type: none"> 1. <i>Spring 2018 ASC social care communications campaign</i> 2. <i>2018 Asset Based Community Development Sessions to engage Slough citizens</i>

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications related to the undertaking of this programme of work.

(d) Equalities Impact Assessment

Main impact of implementing the programme will be for older people and people with disabilities and their carers, as this is the single biggest demographic that forms our client base. The changes have introduced a more personalised approach, focused on individual wellbeing resulting in a broader range of services being offered to people to meet their needs.

The main impacts of implementing the reform programme are:

1. People being more in control of their care needs
2. People getting the services and supports they need based on a person centred approach
3. Less people being in crisis and needing admission to hospital or care home
4. More targeted and universal prevention support provided by local community and voluntary sector identifying and supporting people at an earlier point

The strengths based approach to our assessment framework has also been embedded in the department's voluntary and community sector contract with SPACE, through areas such as community development and social prescription.

(e) Workforce

There are emerging competency gaps & increasing problems with recruitment & retention in the domiciliary and care home markets in the South East of England as a whole (1:3 nurses are over 55 years and turnover is 34%, and a third of all care workers receive no regular and on-going training). The SE of England care home market has relatively poor CQC ratings (47% inadequate or requires improvement).

The programme has specifically addressed a number of internal and external workforce related issues currently on the local and national agendas.

- Coordinate strategic workforce developments across the health and social care sector through the Frimley Health Integrated Care System (ICS) Plan
- Integrated Care System project work to enhance the sector's ability attract staff into all levels, but particularly gateway care roles and to encourage people to return to the sector
- Local commissioning and Frimley Heath ICS workstreams to create market conditions for a sustainable workforce, specifically in relation to recruitment and retention
- Local plans to tactical improve the retention of staff, by providing a career progression pathway and continuing professional development framework through the use of the Apprenticeship Levy
- Ensuring that staff are equipped with skills and experience that will enable people to stay in their homes longer and make the most of community based resources

5. Conclusions

5.1 To ensure adult social care services in Slough are fit for purpose and can meet the challenges of future demand, budget and funding restrictions and national calls for closer NHS integration, the department embarked on an ambitious reform programme in 2015.

5.2 This programme of work has made a significant headway in moving the department away from a "deficit" based 'assessment for services' model and towards one that focuses on neighbourhood based support and care, maximising all available resources, assets and skills available to people and families where they live.

5.3 In doing so this programme has realised a number of benefits:

- a. Improved client outcomes through the implementation of Asset Based Conversations (now being rolled out across the Frimley Health ICS) and a continued shift towards home based care
- b. £4.814mn savings in years 1 & 2
- c. Business and cash flow improvements for Continuing Health Care and client reviews
- d. Direct Payments have increased by 42% during 2015/17, improving client outcomes
- e. Improved demand management for new clients through the utilisation of low cost support options and the reduction of Indicative Personal Budgets for new clients
- f. High staff engagement has resulted in the lowering of staff turnover and 18 permanent conversions from locum staff
- g. No residential or home care providers have handed back contracts in the past 12 months, this is against 67% of English LAs reporting the contrary

5.4 However, due to funding uncertainties related to the cessation of the Better care Fund in 2020, significant income funds may not in the future be available for the department. This is currently been used to offset the growth in demand, the increasing complexity of the people that we care for, our statutory duties under the Care Act and our continued NHS development work.

5.5 To mitigate against these pressures the second tranche of the programme is suitably poised to focus on NHS integration, consolidating our asset based approach across the Council, developing the social and community capital in Slough and continuing to promote the self-care agenda in order to further the quality of client outcomes.

6. **Appendices Attached**

ASC Transformation Annual Report 2018 Presentation.

7. **Background Papers**

None

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SBC Oversight & Scrutiny Committee 15 March 2018

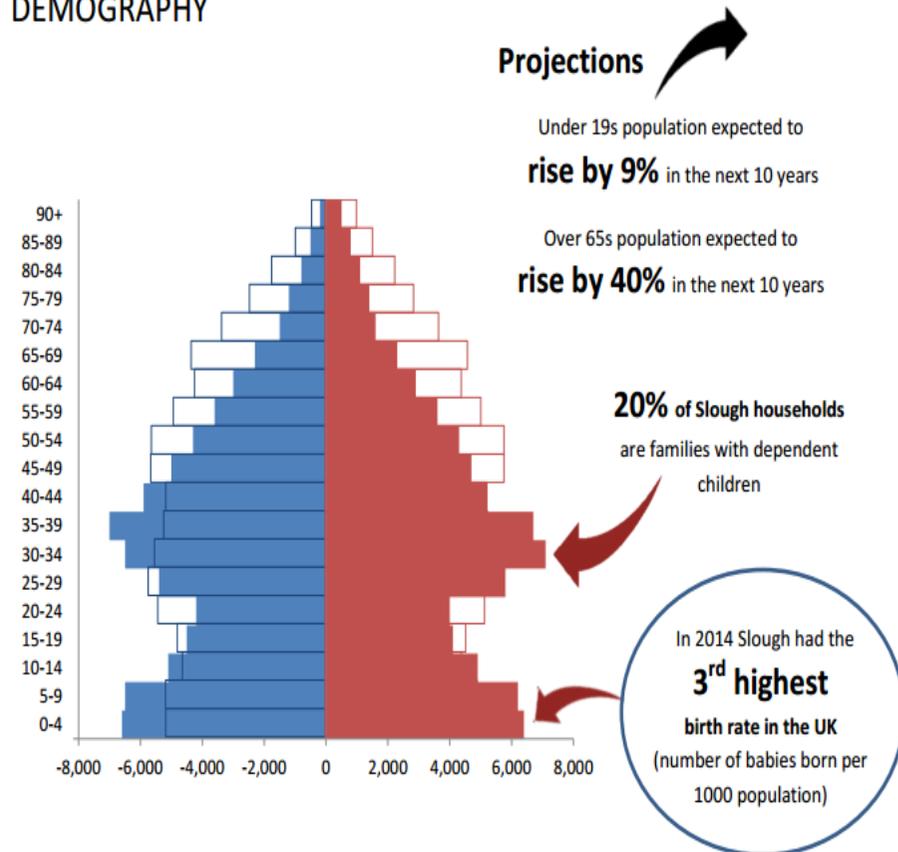
ASC Transformation Annual Report

Simon Lawrence
ASC Programme Manager

Slough's Story

- The total projected population of Slough in 2016 is estimated to be 147,181 (14,231 – older people aged over 65yr)
- Slough has a long history of ethnic and cultural diversity which is valued by those who live and work here
- Diabetes, cardiovascular disease, strokes, chronic respiratory disease and cancer are the biggest causes of death in Slough and account for much of the inequalities in life expectancy within the borough.
- The Index of Multiple Deprivation (IMD) ranks Slough 78th of 152 upper tier local authority in terms of deprivation in England

DEMOGRAPHY



Case for Change – Demographics and Complexity

1. In Slough the 65yr+ demographic is projected to increase by 40% from 2016 to 2026
2. In east Berkshire, 41% of the registered population have one or more LTC
3. It is estimated that in 2017 approximately 1% of our population are living with severe frailty, with a further 3% on the border line between moderate to severe frailty
4. People aged 55-64 with a physical disability will increase by 15% in 2020
5. The estimated prevalence of frailty is about 10% among people aged 65 years living in the community
6. Slough has higher than national averages for obesity and smoking
7. Levels of physical inactivity in are estimated to cost Slough in excess of £25 million annually

The Whys and The Whats?

WHY CHANGE?

1. The current models of public service delivery and how we relate to the public will not sustain us much longer. In England the need for social care is rising from increasing numbers of older and disabled people (+2.8%), people with learning disability (+1.2%) and people with MH needs (+1.7%) between 2016 and 2017.
2. Raising customer expectation and increasing choice and control
3. Providers finding it harder to retain & recruit staff, maintain quality improvements and margins (in 2017, 67% of LAs reported provider closures nationally)
4. Locally our non-elective admission to hospital are increasing; 5/7 quarters since 2016 have increased. As a whole system have a duty to support and manage the demand.
5. Long term funding proposals will not be sustainable unless they address the needs of the whole of the population and not just older people

WHAT ARE WE DOING?

We are moving away from a deficit and dependency public service model, towards one that focuses on community based support and care, maximising all available resources, assets and skills available to people, families and their communities and self determination

1. Deliver a new model of public service that empowers residents to live independent and healthy lives
2. Develop preventative approaches to enable our residents to become more able to support themselves
3. Build capacity within the community to enable a focus on supporting more people to manage their own health, care and support needs
4. Target those individuals most at risk of poor health and wellbeing outcomes to take up health checks
5. Develop integrated models of working both in hospital settings and in the community

Adult Social Care Strategy to 2020

Vision

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

Strategic Aims

- Maintain their health and wellbeing
- Manage their own care and support needs
- Live independently in their own homes for as long as possible
- Have control over the support they receive
- Avoid hospital admission unless clinically necessary
- Be safe

Guiding Principles

- Individual strengths and community opportunities must be explored as part of a holistic support and care plan
- Clearer, fairer and more effective ways in which people are supported to manage their own care and support needs
- 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
- To identify and reduce business process inefficiencies
- To manage our business effectively and without any waste or deviation from agreed business processes.

Priority Areas

- Prevention
- Information and Advice
- Personalised Outcomes
- Building Community Capacity
- Workforce Development and Quality
- Integration

Adult Social Care Programme

Page 18

Programme formed
Spring 2015, with
£7.9 mn savings
target

Required to
manage demand,
deliver savings,
embed the Care
Act 2014 and
deliver the ASC
Strategy

A focus on staff led
change in tranche
1 and citizen led
change in tranche
2

A move away from
a deficit and
dependency public
service model,
towards one that
focuses on
community based
support and care,
maximising all
available
resources, assets
and skills available
to people

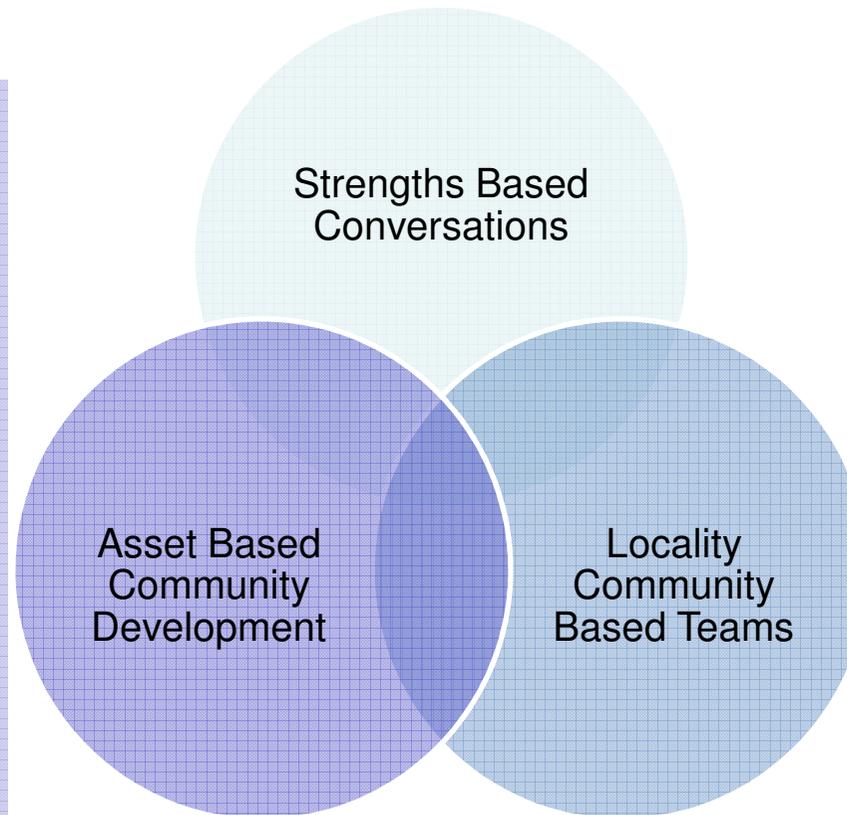
Tranche 1 (2015-17) – Main Projects

Strength Based Conversations

- 1 – Help people help themselves, to connect with their communities and personal resources. Listen and offer Social Care expertise
- 2 – In a crisis stick to people like glue, understand what needs to change and make it happen quickly. Never plan long term
- 3 – Explore longer term support based on a fair personal budget and understand how best to invest all their resources

ABCD

- SPACE - Slough Prevention Alliance Community Engagement
- Wellbeing Prescription
 - ASC/ Primary Care/ Tenancy Support
- Asset Mapping
 - Mapping events
 - Google mapping campaign
 - Community ownership



Locality Restructure

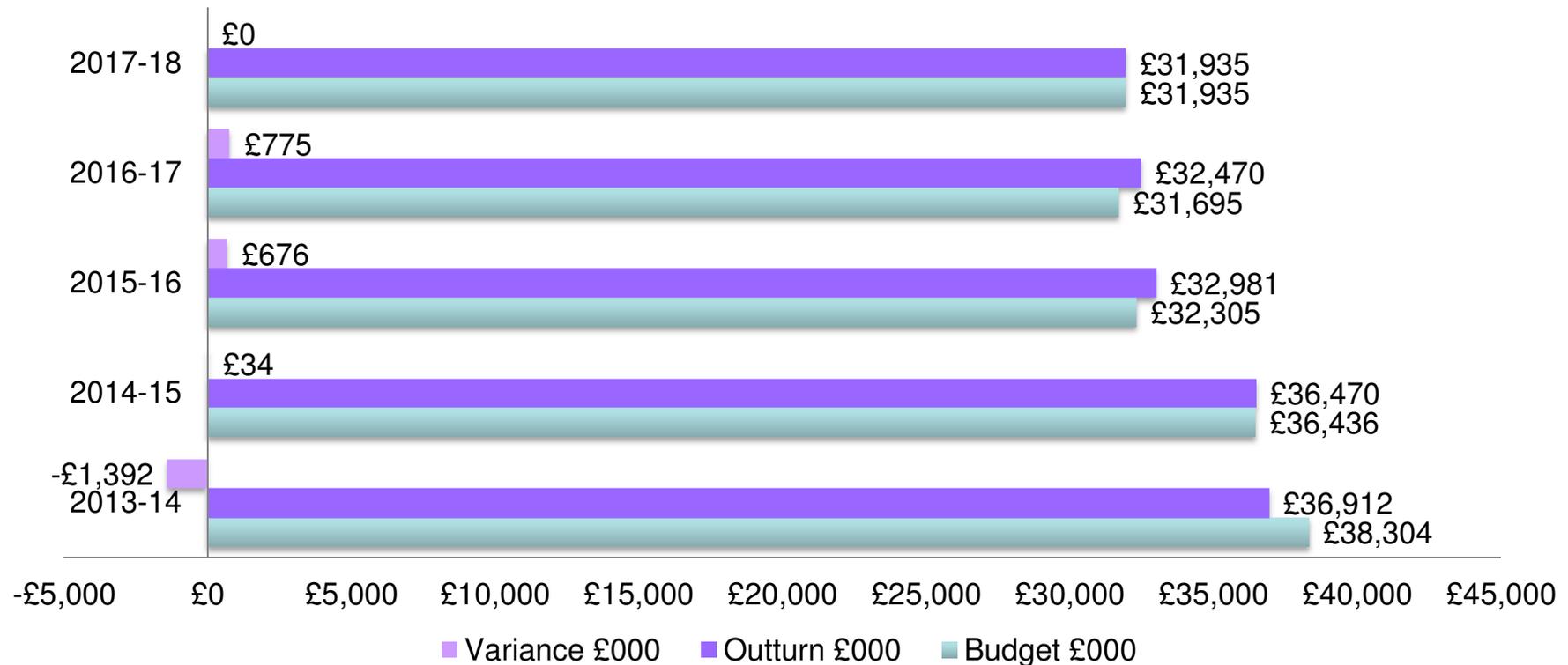
- Preparation for Hubs & NHS Integration
- £600k savings
- 12 co-design workshops
- North, South & East Locality Teams
- Develop locality relationships
- 18 locum to perm conversions
- 22 more operational staff

Case Study

- Mr P – 93yrs, co-dependant with his son (LD)
- No prior knowledge to social care, until the police raised a safeguarding
- Son supporting Mr P with personal care, mobility problems, visual impairment
- Very poor house maintenance, hoarding, self neglect, rodents, food hygiene, no hot water for 2 yrs...
- Mr P did not want to engage and wanted to leave his money for his son
- Strengths Based Conversation
 - Utilised their assets, the Council's and Vol sector's
 - Life coaching, information & advice and benefits support (DLA, Carers allowance)
 - Wellbeing prescription, boiler quote/ purchase (insurance rebate), carpet and furniture removal (and replacement) and deep housing clean, volunteer gardener/ waste removal, rodents removed, fire and safety checks
 - OT assessment to support mobility, carers direct payment, CVI referral
 - Befriending service for the Son
- Mr P's (and his son's) outcomes were significantly improved he could have continued into self neglect, safeguarding and residential care (£700 wk/ £36,400 yr) compared to an ABC intervention that cost the department £1900 yr

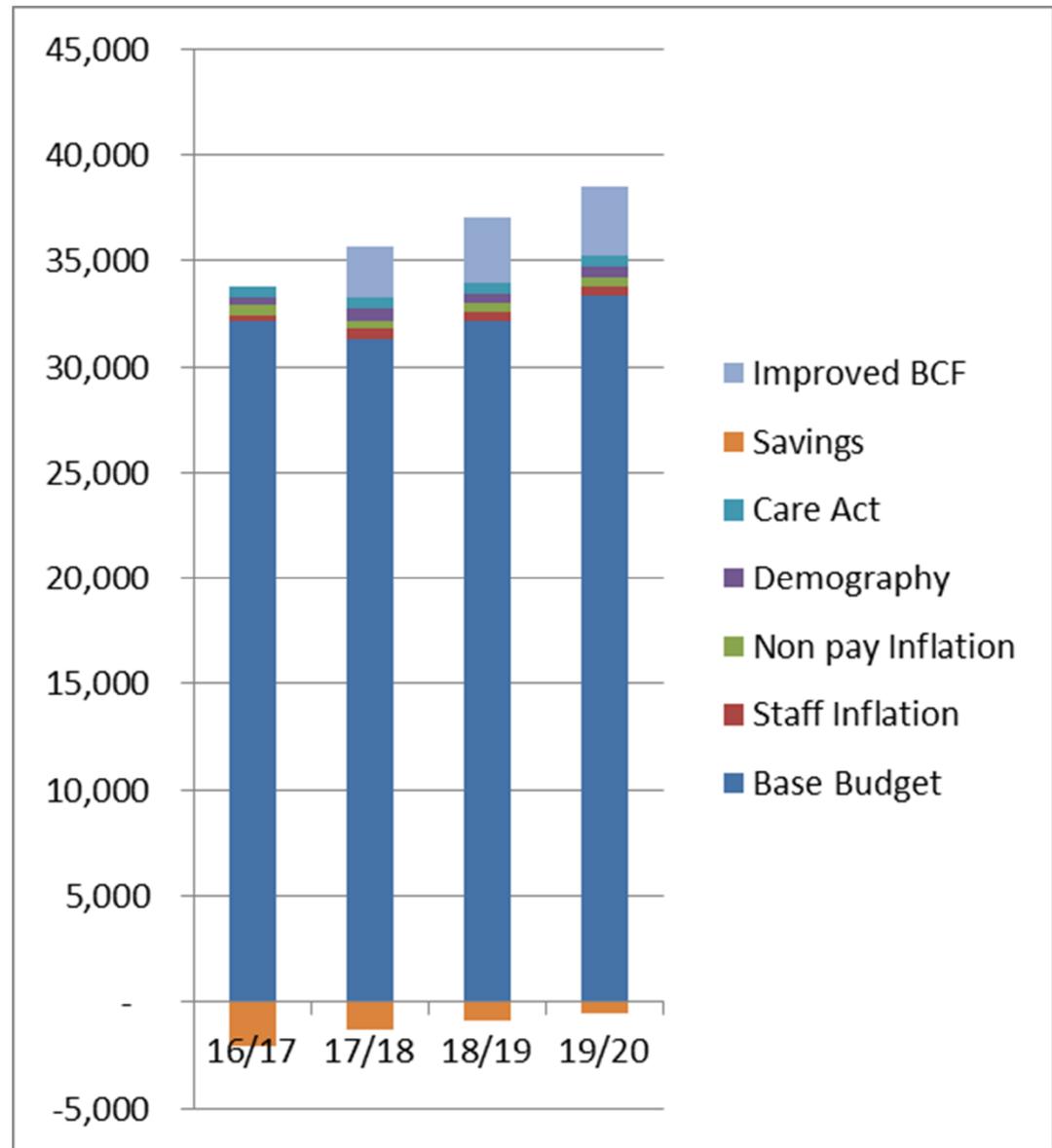
ASC Budget & Outturn 2013-18

- Since 2013 there has been a 17% reduction in the net budget for the department from £38.3mn to £31.9mn

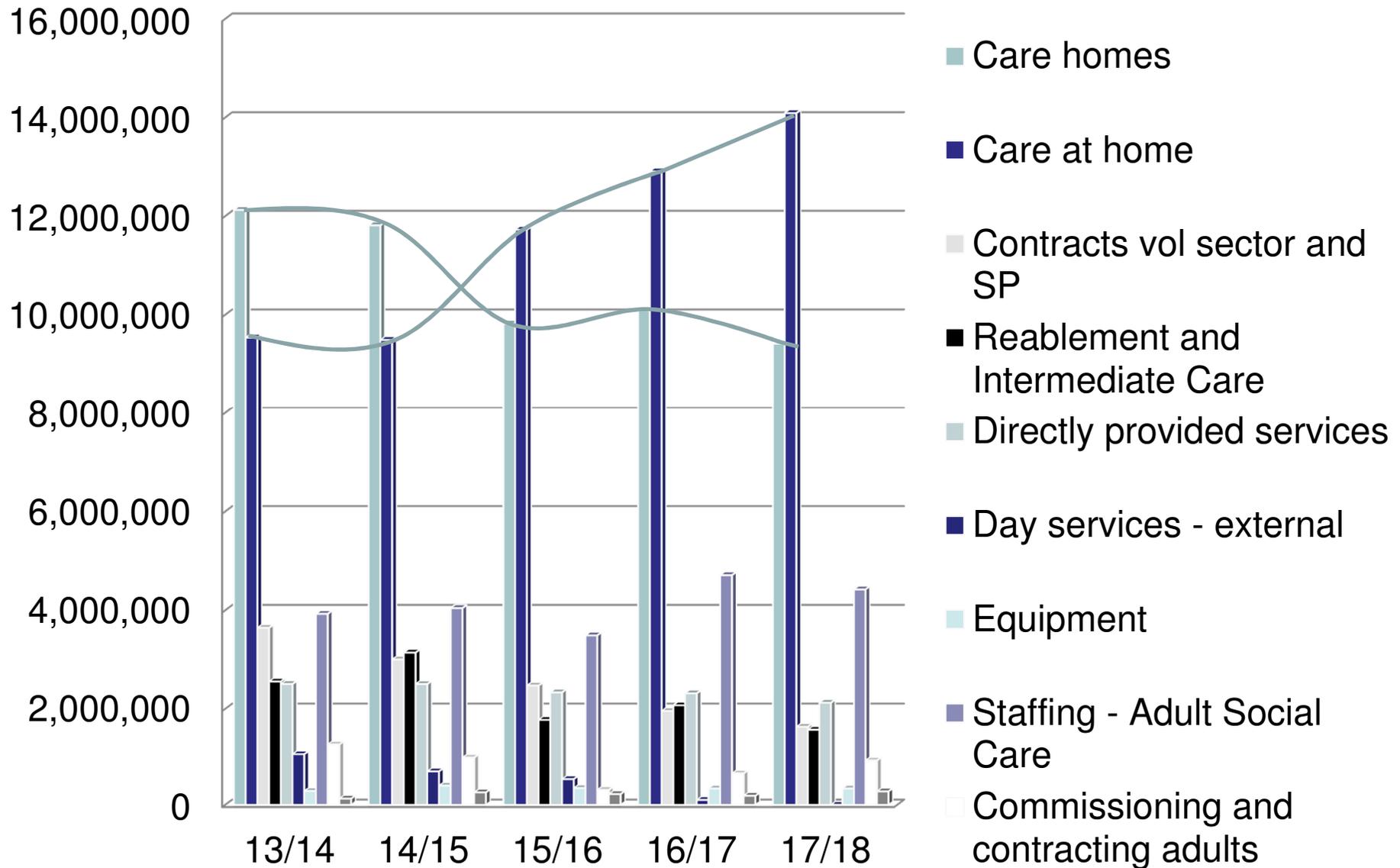


ASC Budget Components 2016-2020

1. Slough BC are making use of the 3% precept for ASC services for 2017-19 (£3.183 mn), which funds demographic growth, Care Act & Non-pay inflation
2. The Better Care Fund (NHS contribution to protection ASC ceases 2020):
 - 2017-18 = £2.4 mn
 - 2018-19 = £3.1 mn
 - 2019-20 = £3.3 mn



Spend Analysis over last 5 years



2017-18 Budget Pressures

1. Level of demand and complexity
2. Increasing demand and complexity of new clients
3. Increasing complexity / levels of need of existing clients
4. Increasing unit costs (price)
5. Reduction in funding
6. National Living Wage (impacting unit costs) - 2018/19
£440k
7. Sleep Ins HMRC changes – 2018/19 £35k
8. Deprivation of Liberty Safeguards (DOLS) - 2018/19
£50k

Savings Summary & Highlights 2015-2020

1. 2015/16 supported by:

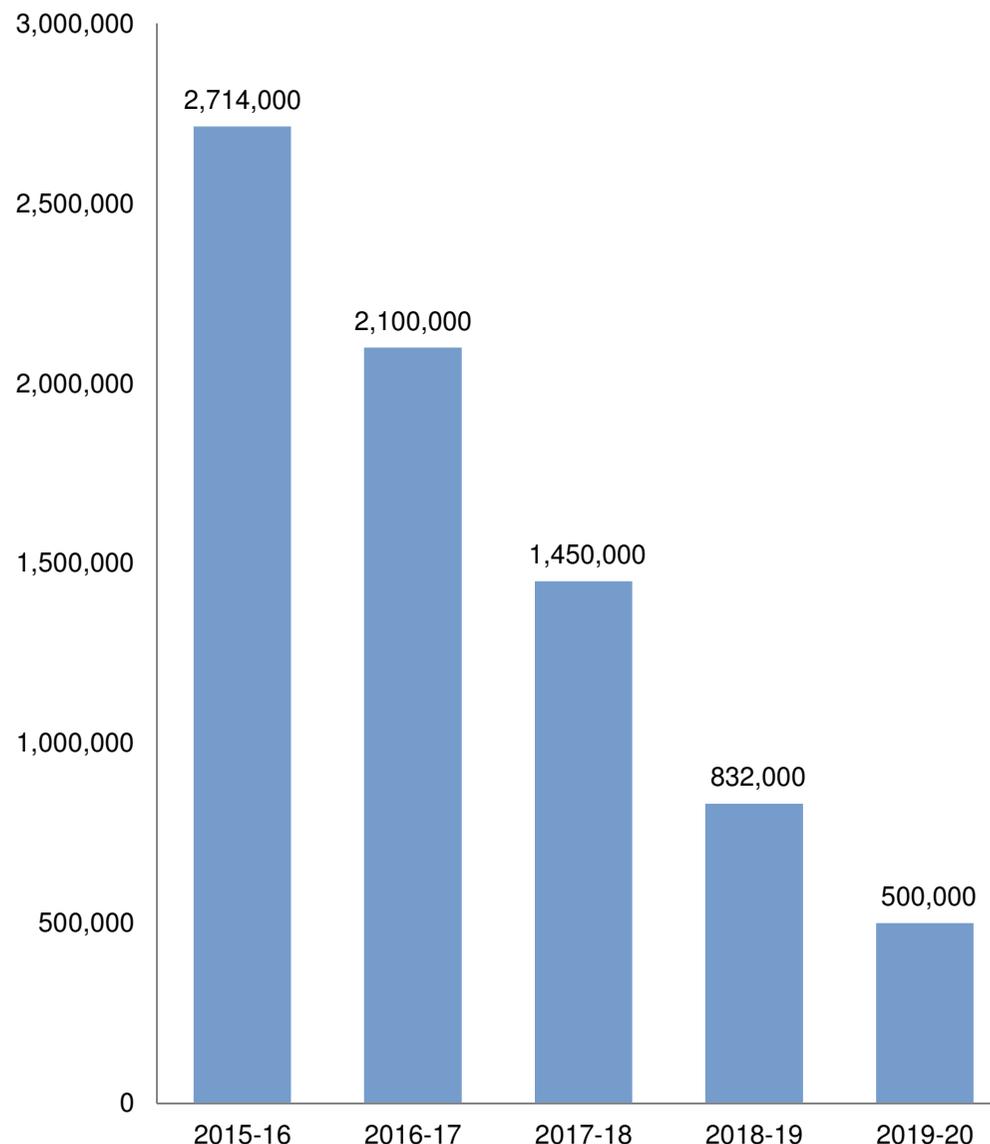
- a) LD Change Programme - £1 mn
- b) Review of MH services – £100k
- c) Voluntary sector - £275k
- d) Increase fees - £189k

2. 2016/17 supported by:

- a) Housing Related Support - £600k
- b) DAAT review - £100k
- c) Voluntary sector - £150k
- d) CHC - £250k

3. 2017/18 supported by:

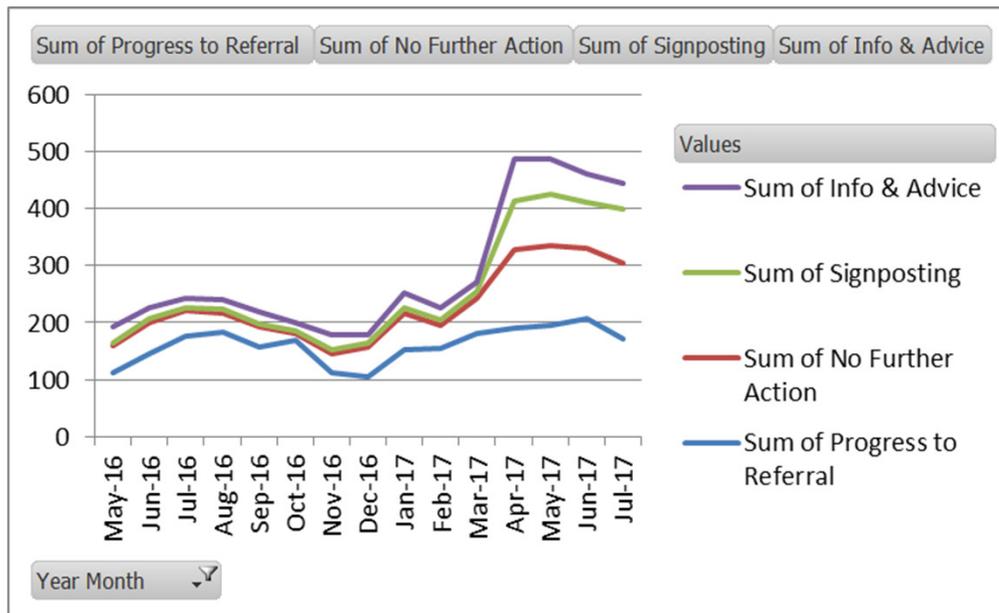
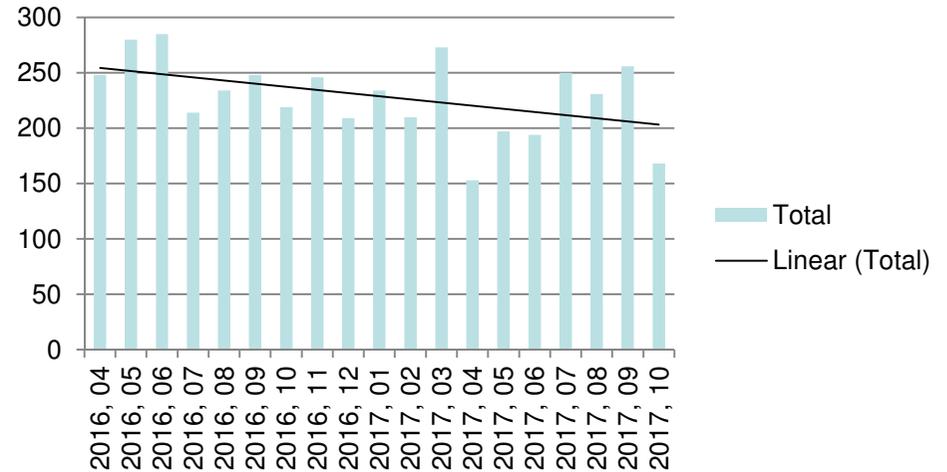
- a) Departmental restructure - £600k
- b) CHC – Significant improvements to these processes realising 70% of £220k
- c) Care package review – £200k
- d) Public health - £156k



Demand Management – Front Door

The changes introduced by the transformation programme, in particular Asset Based Conversations, have started to move footfall towards low and no cost support options

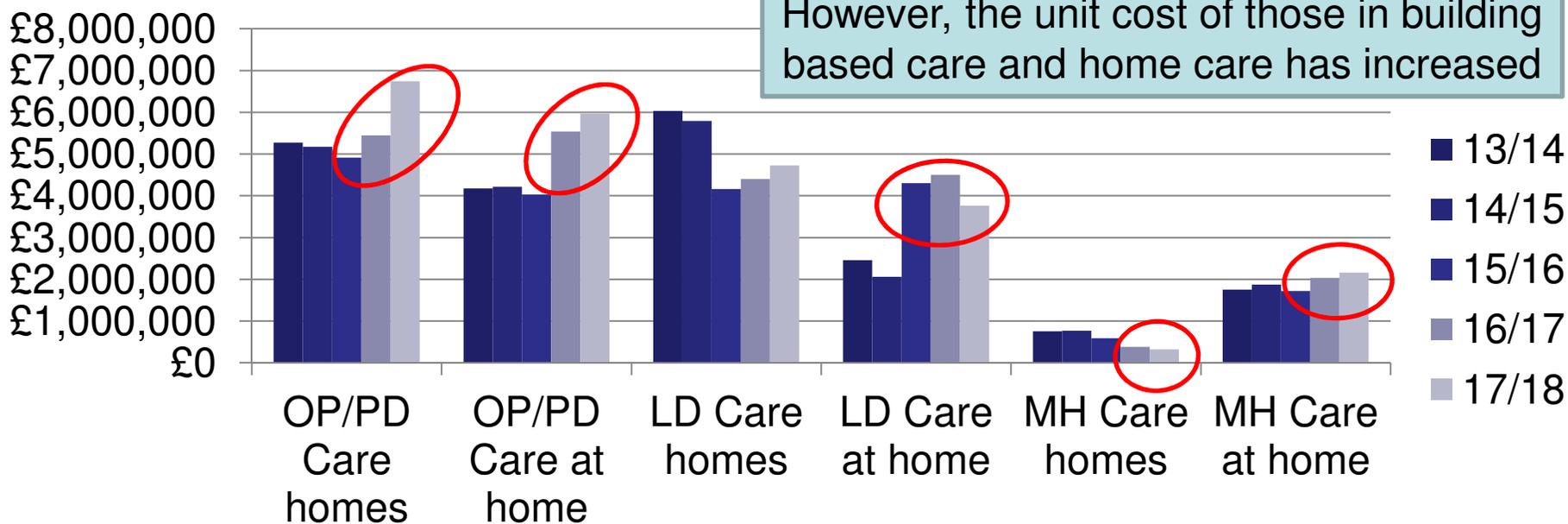
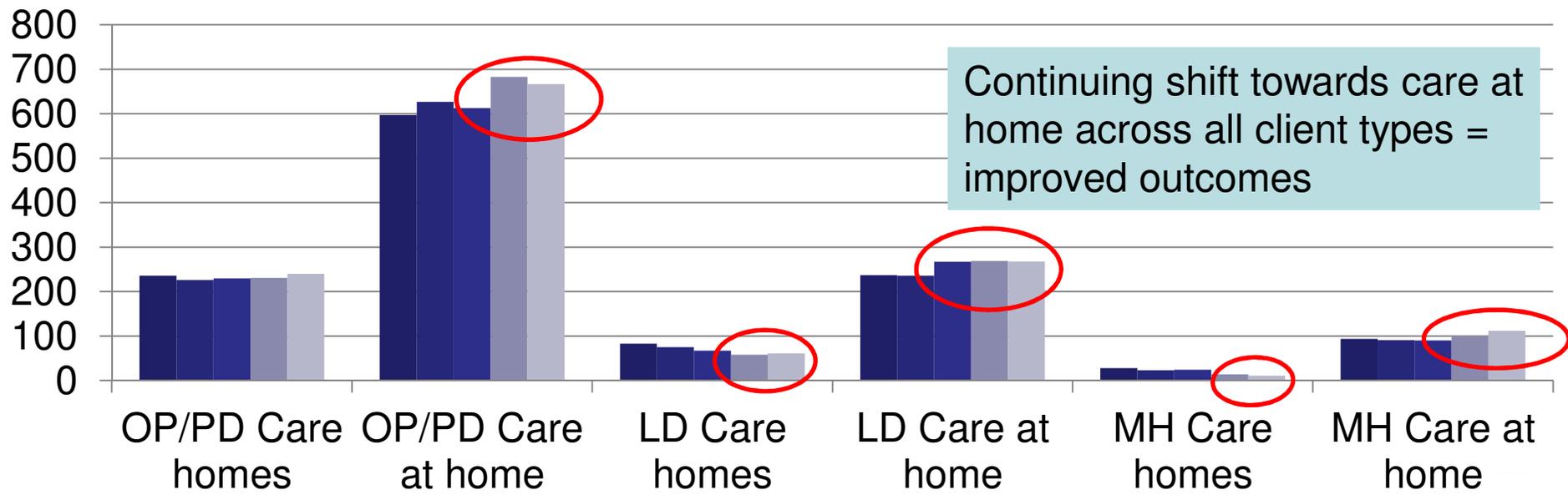
Assessment to IB



For new client's the average indicative budget has reduced by just over £50

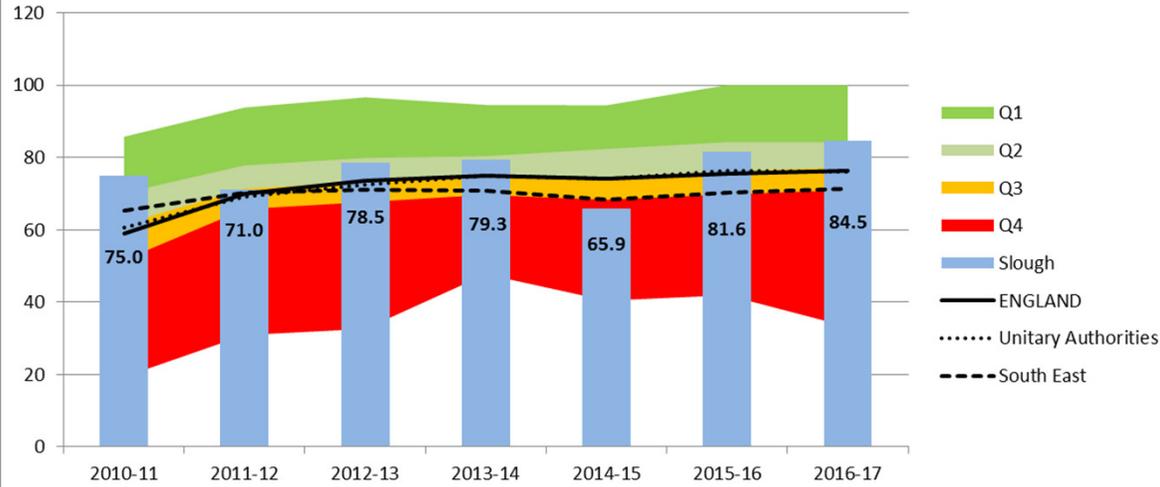
The budget pressures are found on current clients whose needs are becoming greater and more complex

Demand Management – Client Nos & £££ by Package 2013-18



Performance 2016/17 – Successes - Part A

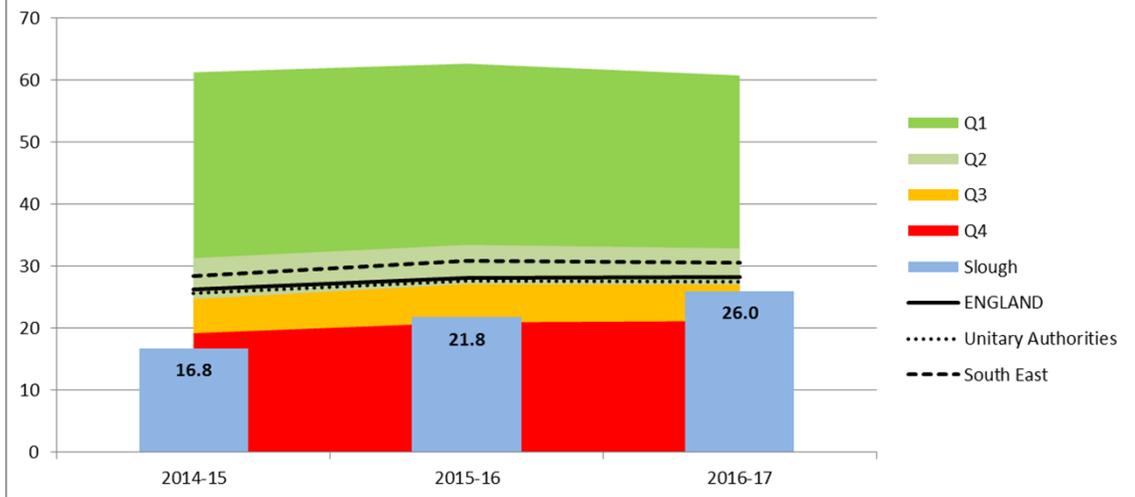
1G: The proportion of adults with a learning disability who live in their own home or with their family



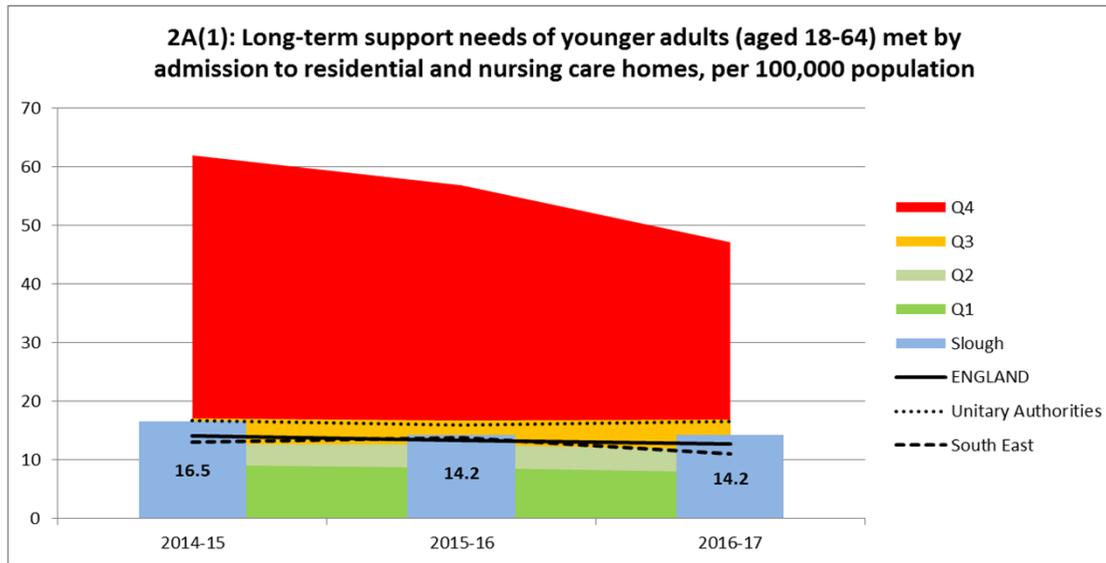
1G - The nature of accommodation for LD clients has a strong impact on both their safety and overall quality of life, and the risk of social exclusion. Slough is now in the top quartile of the Country.

1C(2A) shows an improvement for the department in delivering personalised services that are directly under the service user's control

1C(2A): The proportion of people who use services who receive direct payments

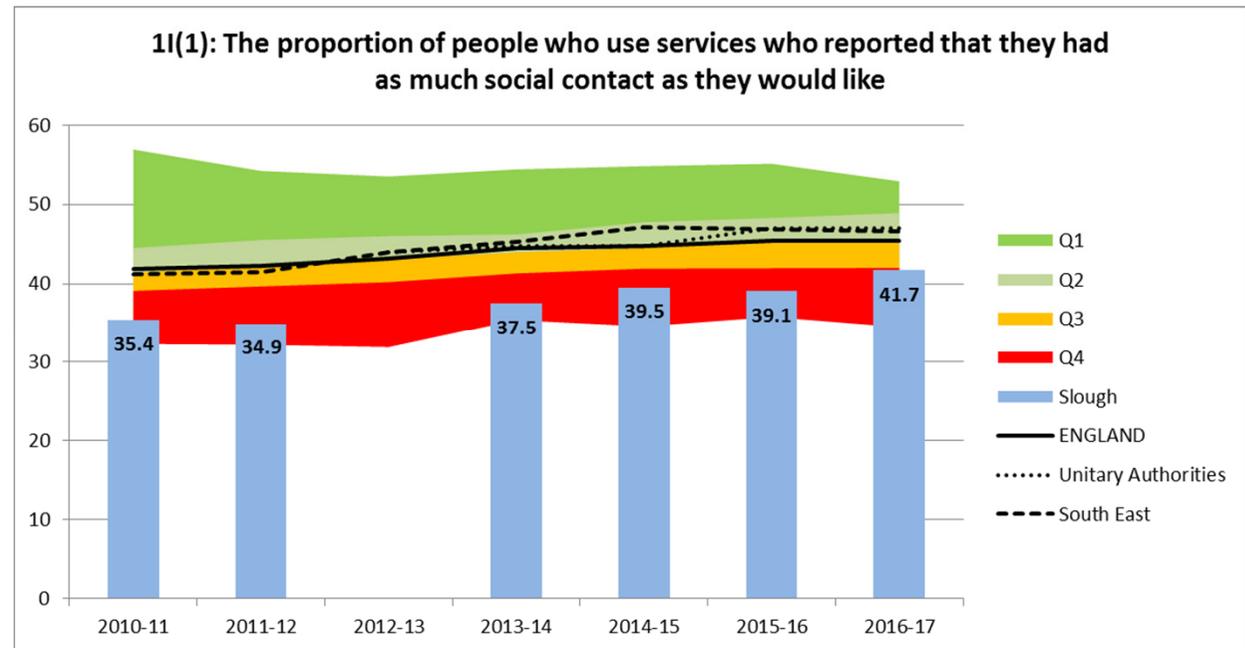


Performance 2016/17 – Areas of Work – Part B

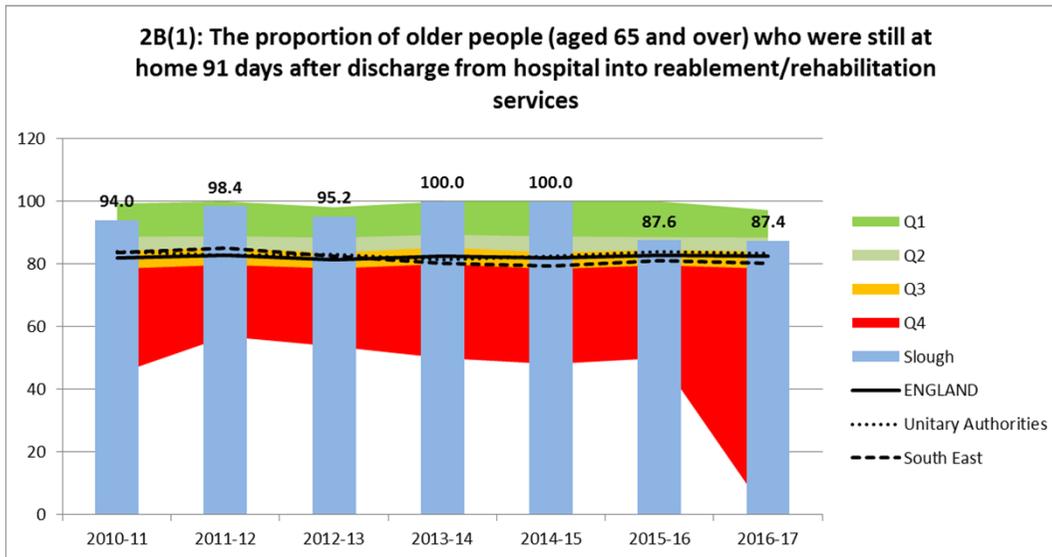


2A(1) measures how LAs are avoiding permanent placements in residential or nursing care homes. SBC had 13 new permanent placements 2016/17

Indicator 11(1) shows self-reported levels of social contact as an indicator for social isolation. We are improving, but are still in the bottom quartile

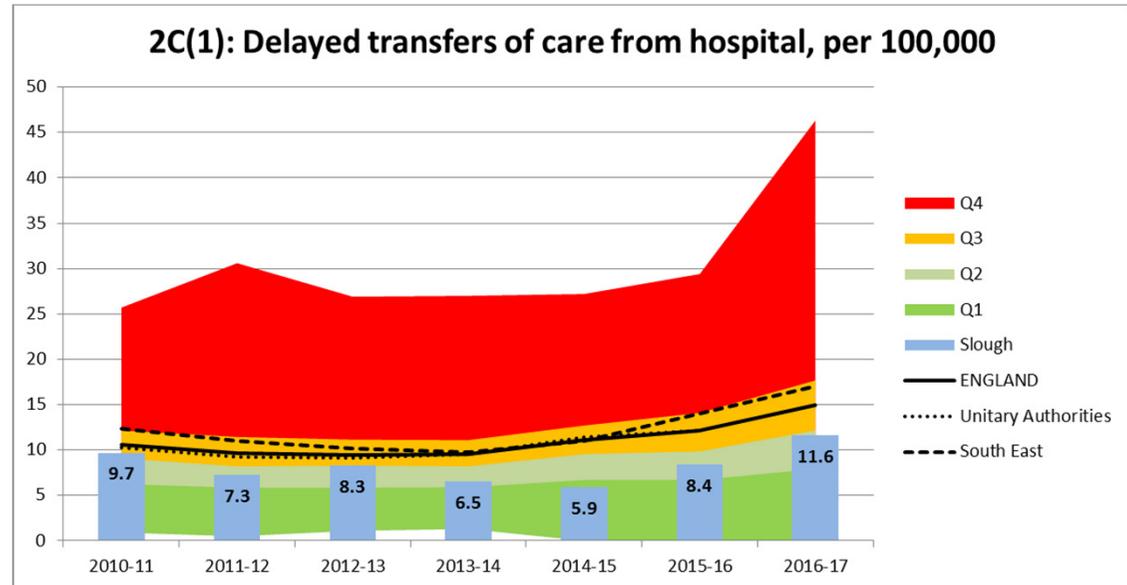


Performance 2016/17 – Areas of Focus



2B (1) measures people entering reablement services to enable their discharge from a hospital bed and reviews their circumstances 3 months later. Slough's 'success' has fallen as a consequence of deliberately opening up reablement services to a larger group of people.

2C(1) measures the ability of the 'whole system' of health and social care sectors to ensure appropriate transfer from hospital for all adults. Reasons include family objection, homelessness, social care support. As a system we are working fairly effectively.



The benefits so far...

1. Improved client outcomes through the implementation of Asset Based Conversations (now being rolled out across the Frimley Integrated Care System *previously known as the STP*) and a continued shift towards home based care
2. £4.814mn savings in years 1 & 2
 - a) £600K staffing savings whilst increasing operational staff
 - b) CHC business and cash flow improvements
 - c) Care package reviews are now realising savings and 100% of all cases are expect to be reviewed improving quality
3. Direct Payments +42% during 2015/17 – improving client outcomes
4. Demand management – Improved utilisation of low cost support options and reduced Indicative Personal Budgets for new clients
5. High staff engagement – lowering of staff turnover 18 permanent conversions from locum staff
6. Zero residential or home care providers have handed back contracts in the past 12 months

Tranche 2 – What Next & How 2018-2020

New Ways of Working

- Work with frontline stakeholders to identify joint outcomes and **amplify good practices** such as GP cluster meetings and MDTs
- Focus on self care, self determination, **prevention & early intervention**
- Solidify these changes and provide focus such as **MECC Plus** and Concern Cards that promote the identification of social isolation, mental health, safeguarding, wellbeing
- Ensure systems / processes are in place to **sustain practices**

Develop Social Capital

- Connect and empower our Citizen **ABCD**
- **Develop social capital** through Asset Maps and Time-banking
- Use other models of delivery such as **CICs**
- Diversify income and look for opportunities in **Social Crowd Sourcing**
- **Realign** prevention and social capital **funding**
- Support the implementation and delivery of a Council **community development strategy**

Implement Integrated Care

- Work with Com Health, GPs, Social Care and Voluntary Sector develop a model of **Integrated Care Decision Making (ICDM)**
- Link these health and care developments to in to our Council **changed ways of working**
- Understanding that whole system issues = **whole system solutions**
- Implement the **Shared Care record** and joint case management practices
- Design a **support workforce** that is fit for purpose across the system

Promote Self Care

- **Train staff in ABC** approaches in order to encourage citizens to change their behaviour
- **Extend wellbeing prescription** into other pathways
- Continue to **promote Direct Payments** as part of ABCs and explore Health Direct Payments are a tool in Integrated Care Decision Making
- Provide **information and advice** and seamless referral pathways
- Launch the Citizen **self-care portal**

Future Challenges

1. Customer expectations and communication
2. Improved BCF – cessation after 2020, what's next?
3. Continuing to manage demand
4. Increasing complexity of current cases
5. Green paper – consultation in 2018 to be confirmed
 - Consultation Autumn 2018, focus on social care finances

Any Questions?

Contact:

Simon.lawrence@slough.gov.uk

SLOUGH BOROUGH COUNCIL**REPORT TO:** Overview & Scrutiny Committee **DATE:** 15th March 2018**CONTACT OFFICER:** Neil Wilcox, Director of Finance & Resources (Section 151)
(For all enquiries) (01753) 875358**WARD(S):** All**PART I**
FOR COMMENT AND CONSIDERATION**REVENUE FINANCIAL REPORT – 2017-18 (QUARTER 3)****1 Purpose of Report**

This report provides Members with an update on the latest revenue financial position for the Council for the 2017-18 financial year.

2 Recommendation(s)/Proposed Action

The Committee is requested to:

- a) Note the latest financial position,
- b) Note the budget virements as listed in paragraph 7, and
- c) Note the write offs as detailed in paragraph 8.

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

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 Other Implications**(a) Financial**

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A

Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

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

5 **Key Messages**

5.1 **GENERAL FUND**

5.1.1 **The Forecast Position**

The total estimated net commitment for the year across all service areas is **£104.899m** this compares with a net budget for the council of **£103.548m**. This represents a budget pressure of **£1.351m**. However, there are planned in year savings of **£0.699m** that are still expected to be achieved, which will result in a net overspend and budget pressure of **£0.651m**. This is **£0.638m** less than last month and is summarised in the table below and full details are shown in Appendix A.

SUMMARY - FORECAST (YEAR END) POSITION						
Directorate	Net Current Budget	Projected Outturn	Planned In Year Savings	Variance	Last Month Variance	Change Since Last Month
	£'M	£'M	£'M	£'M	£'M	£'M
Adults & Communities	36.957	37.906	-0.699	0.250	0.357	-0.107
Children Learning & Skills	28.981	29.335	0.000	0.354	0.354	0.000
Place & Development	21.578	21.864	0.000	0.285	0.197	0.088
Finance & Resources	16.032	15.794	0.000	-0.238	0.381	-0.619
Total General Fund	103.548	104.899	-0.699	0.651	1.289	-0.638
% of revenue budget over/(under) spent				0.63%	1.25%	

5.1.2 Since last month the position has improved by **£0.638m**. This is due to the following reasons:

- a) **Additional Savings - £107k** within the Adult and Communities Directorate to offset the income shortfall on the Cemeteries & Crematorium and Registrars services.
- b) **Contract Renegotiation - £350k** – The Place and Development Directorate now expects a saving resulting from the expected renegotiation of contracts.
- c) **One off income - £252k** – Further expenditure has been identified within the Finance & Resources Directorate as being eligible for funding from one off sources.

5.1.3 The main causes for the forecast budget pressure are as follows:

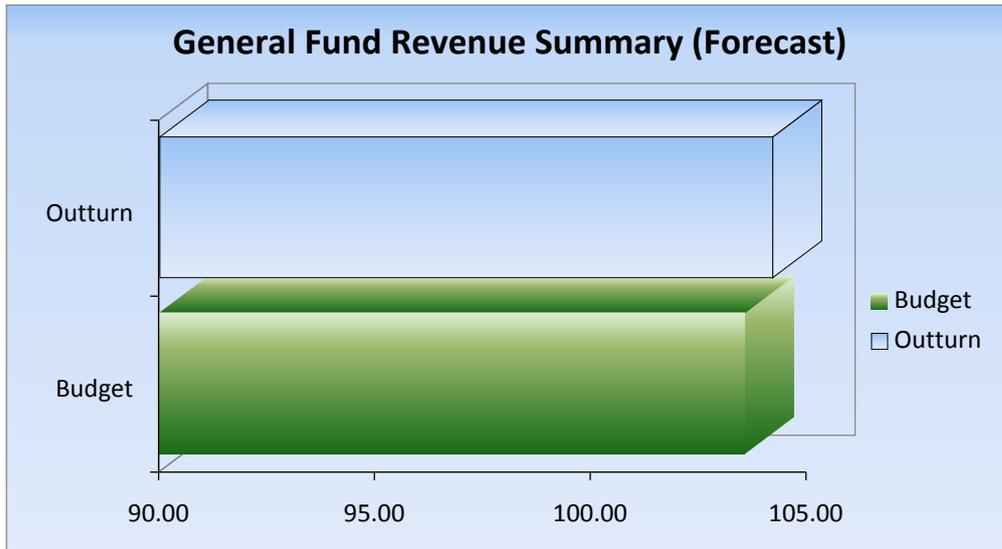
- a) **Children & Learning Skills Directorate** – This service is forecasting an overspend of **£354k** mainly due to a significant budget pressure on the Transport budget for SEND children. This is due to an increasing number of children being eligible for this service. There is also a one off budget pressure of **£140k** relating to historic commitments for Children Services prior to the formation of Slough Children Services Trust.
- b) **Place & Development** – There is an overspend of **£285k** mainly as a result of budget pressures totalling **£0.494m** in Temporary Accommodation and Homelessness owing to a sharp increase in the number of people becoming eligible for statutory housing.
- c) **Adult & Communities** – is expected to overspend by **£250k** as a result of the income shortfall in Cemeteries & Crematorium and the Registrar services. .

These are all explained in greater detail later in the report.

5.1.4 **Management Actions**

- a) These figures include planned in year savings of **£0.699m** for the Adult and Communities Directorate and the latest review of these actions shows the Directorate is on track to deliver these plans in full. If achieved, this will reduce the overspend for this Directorate to **£250k** however, the service is continuing to examine all possible measures to reduce the overspend even further.
- b) There are plans to secure a one off saving of **£350k** from contract revaluations. This will be used to reduce the forecast budget pressure in the Place & Development Directorate. Managers are however, continuing to explore all options to reduce the remaining overspend.

A summary of the year end forecast is shown in the graph below.

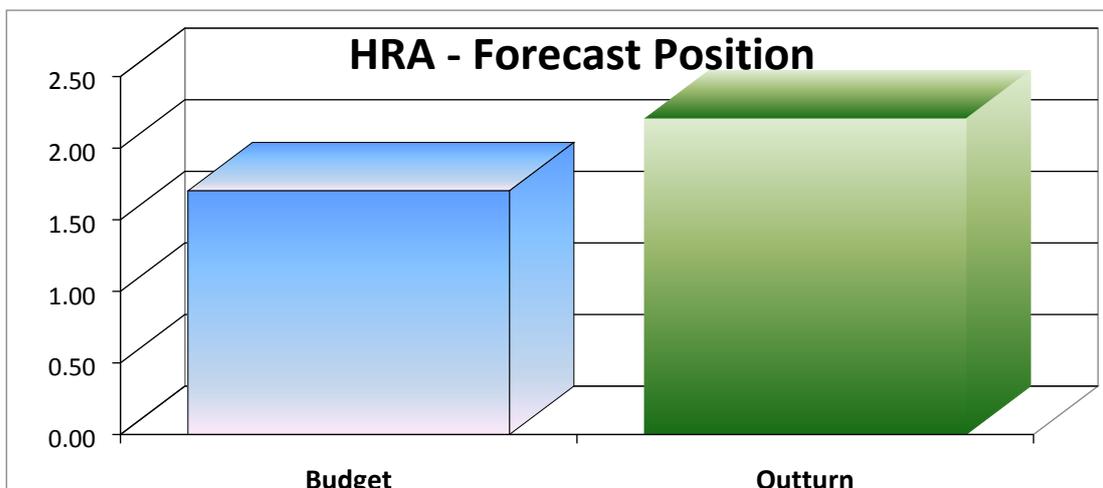


5.2 HOUSING REVENUE ACCOUNT (HRA)

5.2.1 The HRA is budgeted to spend **£38.2m** in this financial year, with budgeted income of **£36.5m** expected, these result in a planned net budget for the HRA of **£1.7m**. The extra **£1.7m** will be funded from the Housing Development Fund.

5.2.2 Based on actual expenditure incurred and income received so far plus planned commitments and further income expected, the HRA is forecasting an overspend of **£0.500m** due to additional commitments on Housing Repairs. Full details are given in paragraph 6.6 and this is summarised in the table and graph below.

HOUSING GENERAL FUND SUMMARY			
Directorate	Annual Budget	Projected Outturn	Variance
	£'M	£'M	£'M
HRA Expenditure	38.219	38.719	0.500
HRA Income	-36.517	-36.517	0.000
HRA Outturn Position (as at Year End)	1.702	2.202	0.500



5.2.3 Management Actions

There are no management action required for this service area as the budget is currently forecast to overspend but this will be carried forward to the next financial year.

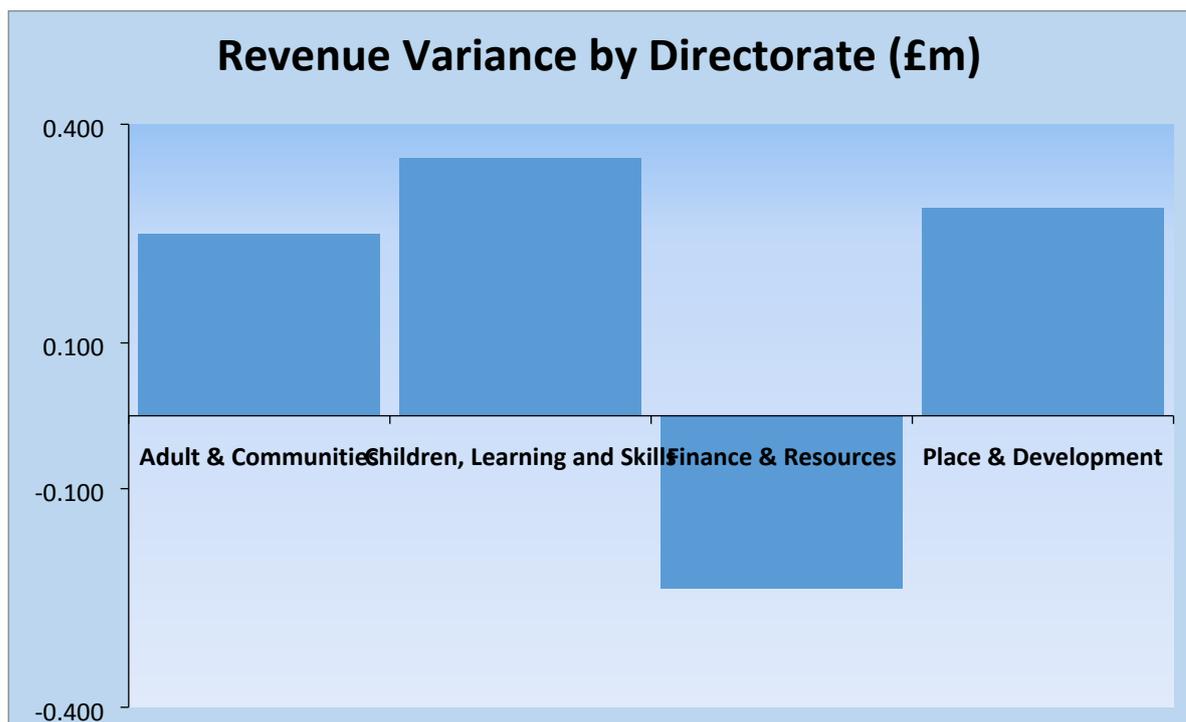
EXECUTIVE REPORT

6 General Fund Revenue Expenditure

6.1.1 **Outturn by Directorate**

The year-end forecast indicates that there will be an overspend of **£0.621m** (0.63%) of the revenue budget. These are for the three Directorates: Children Learning & Skills (**£0.354m**), Place & Development (**£0.285m**) and Adult & Community Services (**£0.250m**). These forecasts are based on the latest understanding of the current expenditure and commitments expected for the rest of year.

6.1.2 The latest forecast by Directorate is summarised in the graph below.



6.2 **ADULTS & COMMUNITIES**

6.2.1 This area now includes the services of Enforcement & Regulation, Wellbeing & Community as well as Community and Skills following the recent corporate restructure. The new Directorate has an underlying budget pressure of **£0.949m**.

6.2.2 This is primarily due to lower than budgeted income expected for Cemeteries & Crematorium (**£367k**); Registrars (**£120k**) and Parks & Open Spaces (**£90k**). The Cemeteries & Crematorium income shortfall is due to the closure of the facility and the resulting fall in activity. However, with planned savings of **£0.699m** still expected to be achieved, the forecast year end position is for a budget pressure of **£0.250m**. This is an improvement of over **£100k** and is in addition to the planned savings of **£0.699k** still expected to be delivered this year. Service Leads are continuing to explore all avenues to reduce the deficit further still.

A summary of the Directorate's budget position is shown below

Directorate	Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance	Last Month Variance	Change
	£'M			£'M	£'M	£'M
Adult Social Care	31.935	32.634	-0.699	0.000	0.000	0.000
Public Health	-0.612	-0.612	0.000	0.000	0.000	0.000
Enforcement & Regulation	0.195	0.787	0.000	0.592	0.645	-0.053
Wellbeing & Community	3.654	3.612	0.000	-0.042	-0.019	-0.023
Community and Skills	1.785	1.485	0.000	-0.300	-0.269	-0.031
TOTAL	36.957	37.906	-0.699	0.250	0.357	-0.107

6.2.3 Management Action

The Directorate has a variety of in year saving initiatives to address the underlying forecast budget pressure. Over the past month over **£200k** in additional savings was achieved and a total of over **£500k** since the start of the year. These plans are reviewed in depth monthly and current indications are that the remaining savings are on track to be delivered in full by the end of the year. A further review of planned commitments will take place to ensure that only essential and committed expenditure is incurred for the remainder of the year so that the remaining budget pressure is minimised as much as possible.

6.3 CHILDREN, LEARNING & SKILLS (CLS)

6.3.1 This Directorate is forecasting a budget pressure of **£354k** this is unchanged from last month. This latest position is summarised in the table below.

Service	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M	£'M
CLS Directorate	0.929	0.917	-0.012	-0.012	0.000
SCST	24.065	24.205	0.140	0.140	0.000
Early Years and Development	1.258	1.239	-0.019	-0.019	0.000
Access and Inclusion	1.956	2.350	0.394	0.394	0.000
Education Str'ds & Inclusive Learning	0.665	0.516	-0.149	-0.149	0.000
SEND	0.444	0.444	0.000	0.000	0.000
Sub Total	29.316	29.670	0.354	0.354	0.000
Schools	-0.336	-0.336	0.000	0.000	0.000
TOTAL	28.981	29.335	0.354	0.354	0.000

6.3.2 The main reason for the overall overspend is in the Access & Inclusion Service which is expected to overspend by **£394k**. This is due to an overspend on the Transport budget for SEND children. This budget pressure has steadily worsened all year. There is also a budget pressure of **£140k** relating to historic commitments for Children Services prior to SCST.

6.3.3 Management Action

The Education Finance Team and the service are part way through a review of the overall budget. It is expected that this current overspend will ultimately be contained using one off resources.

6.4 PLACE & DEVELOPMENT

- 6.4.1 This new Directorate has a forecast overspend of **£0.285m** – an increase of **£88k** from last month. The movement is the result of two adjustments to existing variances. A total of **£440k** of the saving on the Asset, Infrastructure & Regeneration (AIR) service area has been transferred to offset the budget pressure on the on Strategic Management budget of the former RHR Directorate.
- 6.4.2 At the same time a one off saving expected from contract revaluations is expected to yield additional revenue of approximately **£350k**. This has been used to reduce the budget pressure on the Housing Service. The latest position is shown in the table below.

Directorate	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
Environment Services	12.326	12.726	0.400	0.400	0.000
Strategic Housing	1.017	1.511	0.494	0.844	-0.350
Neighbourhood Services	1.039	1.039	0.000	0.000	0.000
Assets, Infrastructure & Regeneration	7.197	6.588	-0.609	-1.047	0.438
TOTAL	21.578	21.864	0.285	0.197	0.088

- 6.4.3 The reason for the remaining budget pressure is follows:

Environmental Service

The latest forecast is a pressure of **£400k** – for the following reasons: the actual rate of inflation charged to the contract being more than the level budgeted (**£140k**); higher landfill costs resulting from the increase in waste volumes; and the profit share arrangement with Amey is also likely to be less than planned. This budget pressure is unchanged from last month.

Housing Services

This service is facing a budget pressures totalling **£0.844m** in the areas of Temporary Accommodation and Homelessness (which are forecast to overspend by **£0.622m**) and Home Improvements (is expected to exceed its budget by **£0.222m**). Whilst the underlying picture is unchanged, this has now been offset by the one off income expected from contract negotiations which is expected to save **£0.350m** resulting in a revised budget pressure of **£0.494m**.

Asset, Infrastructure & Regeneration (AIR)

The budget pressures on the Environmental and Housing services are offset by a surplus income savings of **£609k** from capital investments within the AIR service.

6.4.4 Management Action

The contract revaluation is expected to yield **£350k** and this will reduce the underlying budget pressure. Further measures are needed if the Directorate to reduce the remaining pressure of **£0.285k**.

6.5 FINANCE & RESOURCES

6.5.1 This new Directorate is forecasting a budget saving of **£0.238m**. This is **£0.619m** less than previously reported due to transfer to **£440k** of the savings in the AIR service to cover unachieved savings in the Strategic Management service area of the former RHR Directorate. In addition, qualifying expenditure totalling **£252k** within the Contracts, Commissioning & Procurement service will now be covered by one off funding receipts.

6.5.2 The current summary for this Directorate is shown in the table below.

Directorate	Full Year Budget	Projected Outturn	Full Year Variance	Last Month Variance	Change
	£'M	£'M	£'M	£'M	£'M
Strategic Management	-0.141	-0.141	0.000	0.440	-0.440
Corporate Resources	2.088	2.153	0.065	0.000	0.065
Corporate & Member Services	1.300	1.290	-0.010	-0.010	0.000
Communications	0.228	0.228	0.000	0.000	0.000
Strategy & Engagement	0.858	0.827	-0.031	-0.048	0.017
Organisation Development & HR	1.242	1.242	0.000	0.000	0.000
Planning and Building Control	0.567	0.554	-0.013	-0.013	0.000
Improvement and Development	0.398	0.341	-0.057	-0.057	0.000
Transactional Services	8.379	8.601	0.222	0.230	-0.008
Chief Executive Office	0.338	0.268	-0.070	-0.070	0.000
Corporate & Departmental	-0.139	-0.482	-0.343	-0.343	0.000
Contracts, Commissioning & Procurement	0.914	0.914	0.000	0.252	-0.252
TOTAL	16.032	15.794	-0.238	0.381	-0.619

6.5.3 The main budget variances are the following:

Transactional Services

The arvarto contract (Phase 1) is expected to overspend by **£222k** due to the impact of the unexpected level of increase in the rate of inflation on the annual contract price increase, reductions in Government administration subsidy grant, and a savings target related to the introduction of Agresso and the assumed reduction in the arvarto transactional charges which has not proved possible to achieve to-date.

Corporate Resources

Corporate Resources has a budget pressure of **£65k** this is the result of a shortfall in recharged income.

6.5.4 Management Action

There are no management actions required for this service area as the budget is currently forecast to underspend.

6.6 HOUSING REVENUE ACCOUNT (HRA)

- 6.6.1 The HRA is budgeted to spend **£38.219m** this financial year and with budgeted income of **£36.517m** expected, a plan was for a net budget for the HRA of **£1.702m**. This deficit is to be made up by a transfer from the Housing Development Fund.
- 6.6.2 The latest forecast is for the HRA is to spend **£2.202m** more than budgeted and **£0.500m** more than originally planned due to an increase in the estimated commitments for Housing Repairs.
- 6.6.3 The Housing Development Fund will make a planned contribution of **£1.7m** towards this shortfall leaving expected year end variance of **£500k**. As this is a ringfenced account it will be carried forward within the HRA into the next financial year. Full details are shown in the table below.

Housing Revenue Account - Budget Monitor 2017/18			
Division	Year End Forecast		
	Budget	Outturn	Variance
	£ 000's	£ 000's	£ 000's
HRA Expenditure	38,219	38,719	500
<i>Breakdown:</i>			
<i>Tenant Services</i>	2,097	2,097	0
<i>Neighbourhood Housing Areas North/South/East/Resilience</i>	1,327	1,327	0
<i>Arears & Investigation</i>	531	531	0
<i>Tenant Participation</i>	270	270	0
<i>Housing Allocations/Lettings</i>	210	210	0
<i>Leaseholder Team</i>	247	247	0
<i>Housing Repairs</i>	8,500	9,000	500
<i>Management & Services</i>	5,620	5,620	0
<i>Loans, Bad Debt, Council Tax</i>	6,269	6,269	0
<i>Depreciation and Funding Of Capital Projects (RCCO)</i>	13,149	13,149	0
HRA Income	36,517	36,517	0
<i>Breakdown:</i>			
<i>Dwelling Rents</i>	(32,514)	(32,514)	0
<i>Garage Rents</i>	(476)	(476)	0
<i>Shop Rent</i>	(666)	(666)	0
<i>Other Rents e.g. Ground, Wayleaves Land</i>	(478)	(478)	0
<i>Leaseholder Service Charges Income & Chargeable Works</i>	(717)	(717)	0
<i>General Service Charges</i>	(1,651)	(1,651)	0
<i>Interest</i>	(16)	(16)	0
Total HRA Outturn Position 31.07.17	1,702	2,202	500

6.7 SAVINGS SUMMARY

6.7.1 The Council committed to service area savings of **£6.398m** at the start of the year. The latest review of all savings shows that **£4.731m (73.9%)** is assessed as “Green” meaning the saving is either already fully achieved or will *definitely* be achieved by the end of the financial year.

6.7.2 A further **£1.657m (25.9%)** is assessed as “Amber” meaning it is not possible yet to determine that the saving will be fully achieved, in total. However, of these “Amber” rated initiatives it is known that, **£354k** is already saved or is expected to be saved by the end of the financial year and efforts are continuing to deliver the remaining **£1,303k**. Finally, only **£10k (0.2%)** has been deemed to be unachievable. The Service will seek to absorb this saving within existing budgets.

RAG SAVINGS SUMMARY					
RAG Status	Already Saved	Not Yet Saved	Will Not be Saved	TOTAL	%age
GREEN	4,731			4,731	73.9%
AMBER	354	1,303		1,657	25.9%
RED			10	10	0.2%
TOTAL	5,085	1,303	10	6,398	100%
%age	79.5%	20.4%	0.2%	100%	

6.7.3 When analysed by Directorate, Wellbeing, Children, Learning and Skills and Chief Executive Services are expected to deliver their savings in full in this financial year. However CCS and RHR are currently forecast to deliver 78% and 87% respectively. Both Directorates are still making efforts to deliver the remaining saving with the exception of CCS where it has been agreed that savings totalling £10k will not be delivered. This is summarised in the table below.

SAVINGS SUMMARY BY DIRECTORATE					
Directorate	Savings Agreed	Amount Saved	Slippage	%age	Comments
CCS	1,782	844	938	47	£10k will not be achieved
CE	50	50	0	100	All savings achieved
Wellbeing	1,450	1,450	0	100	All savings achieved
RHR	2,816	2,441	375	87	£365k is still to be achieved
CLS	350	350	0	100	All savings achieved
TOTAL	6,398	5,085	1,313	87%	£793k is still to be achieved

Full details are shown in Appendix B.

7 Virements

7.1 The following virements have been prepared since the start of the year. Cabinet is requested to approve the transfer of budgets between the services shown in accordance with the financial procedure rules.

Directorate	Amount £	Agresso Reference	Reason for Virement
Children Learning & Skills	380,630	SCS1718BUD0079	To re-establish the SEND budget within the ledger following its transfer back to the Council from the SCST
Children Learning & Skills	2,798,000	SCS1718BUD0057	To realign the budgets for Haybrook & Littledown Budget
Children Learning & Skills	977,000	SCS1718BUD0088	To adjust the budget for Pupil Premium, and 6th Form Funding following revised allocations from the DfE.
Place and Development	2,506,100	PL-206	To restructure the income budgets so that they better reflect current estimates, service structure and directorate responsibility.
Place and Development	263,000	PL-268	To correct align the budget for Corporate repairs budget from Properties Services to Facilities management

8 Write Offs

8.1 Write offs totalling **£436,050.81** have been agreed over the past 3 months. Cabinet is requested to approve these write offs in accordance with the council's financial procedures rules. These are detailed below.

Reason	NNDR	Council Tax	Former Tenant	Sundry Debtors	Total
	£	£	£	£	£
Unable to trace / Absconded	84,733.96	6,326.29	6,519.73	2,507.18	100,087.16
Vulnerable persons			49.08		49.08
Deceased			23,903.69	62,869.08	86,772.77
Statute Barred/Unable to Enforce		27,334.71		-16,411.70	10,923.01
Instruction from SBC				8,383.65	8,383.65
Dissolved/Proposal to Strike/ Liquidation / Receivership	211,788.37				211,788.37
Uneconomical to pursue		0.01	934.08	8,805.80	9,739.89
Credit Balances			8,306.88		8,306.88
Sub Total	296,522.33	33,661.01	39,713.46	66,154.01	436,050.81
Pre April 2012		24,983.98	8,306.88	-16,036.11	17,254.75
Post April 2012	296,522.33	8,677.03	31,406.58	82,190.12	418,796.06
Total	296,522.33	33,661.01	39,713.46	66,154.01	436,050.81

9 Conclusion

- 9.1 The General Fund revenue position for the Council is forecasting an overspend of **£0.651m**.
- 9.2 The forecast for the Council's Housing Revenue Account (HRA) is forecasting an overspend of **£0.500m** which will be carried forward to the next financial year.

10 Appendices Attached

- 'A' - General Fund Revenue Summary
- 'B' - Savings Summary

11 Background Papers

- '1' - Supporting working papers held in finance

Appendix A
2017/18 – Period 9

Directorate	Revised Full Year Budget	Projected Outturn	Planned Savings	Full Year Variance	Last Month Variance	Change
	£'M			£'M	£'M	£'M
<u>Adults & Communities</u>						
Adult Social Care	31.935	32.634	-0.699	0.000	0.000	0.000
Public Health	-0.612	-0.612	0.000	0.000	0.000	0.000
Enforcement and Regulation	0.195	0.787	0.000	0.592	0.645	-0.053
Wellbeing & Community	3.654	3.612	0.000	-0.042	-0.019	-0.023
Community and Skills	1.785	1.485	0.000	-0.300	-0.269	-0.031
Directorate Total	36.957	37.906	-0.699	0.250	0.357	-0.107
<u>Children Learning & Skills</u>						
CLS - Directorate	0.929	0.917	0.000	-0.012	-0.012	0.000
SCST	24.065	24.205	0.000	0.140	0.140	0.000
Early Years and Development	1.258	1.239	0.000	-0.019	-0.019	0.000
Access and Inclusion	1.956	2.350	0.000	0.394	0.394	0.000
Education Standards & Inclusive	0.665	0.516	0.000	-0.149	-0.149	0.000
SEN	0.444	0.444	0.000	0.000	0.000	0.000
Sub Total	29.316	29.670	0.000	0.354	0.354	0.000
Schools (DSG)	-0.336	-0.336	0.000	0.000	0.000	0.000
Directorate Total	28.981	29.335	0.000	0.354	0.354	0.000
<u>Place & Development</u>						
Environment Services	12.326	12.726	0.000	0.400	0.400	0.000
Strategic Housing	1.017	1.511	0.000	0.494	0.844	-0.350
Neighbourhood Services	1.039	1.039	0.000	0.000	0.000	0.000
Assets, Infrastructure and Regeneration	7.197	6.588	0.000	-0.609	-1.047	0.438
Directorate Total	21.578	21.864	0.000	0.285	0.197	0.088
<u>Finance & Resources</u>						
Strategic Management	-0.141	-0.141	0.000	0.000	0.440	-0.440
Corporate Resources	2.088	2.153	0.000	0.065	0.000	0.065
Corporate & Member Services	1.300	1.290	0.000	-0.010	-0.010	0.000
Communications	0.228	0.228	0.000	0.000	0.000	0.000
Strategy & Engagement	0.858	0.827	0.000	-0.031	-0.048	0.017
Organisation Development & HR	1.242	1.242	0.000	0.000	0.000	0.000
Planning and Building Control	0.567	0.554	0.000	-0.013	-0.013	0.000
Improvement and Development	0.398	0.341	0.000	-0.057	-0.057	0.000
Transactional Services	8.379	8.601	0.000	0.222	0.230	-0.008
Chief Executive Office	0.338	0.268	0.000	-0.070	-0.070	0.000
Corporate & Departmental	-0.139	-0.482	0.000	-0.343	-0.343	0.000
Contracts, Commissioning & Procurement	0.914	0.914	0.000	0.000	0.252	-0.252
Directorate Total	16.032	15.794	0.000	-0.238	0.381	-0.619
Total General Fund	103.548	104.899	-0.699	0.651	1.289	-0.638

% of revenue budget over/(under)

0.63%

APPENDIX B

SAVINGS SUMMARY - 2017/18

Directorate	Service	Amount Agreed	Amount Saved	Slippage	Savings Item	RAG	Comments
CCS	Learning and Community Services	25	25	0	Expansion of Apprenticeship Scheme attracting additional SFA funding.	GREEN	
CCS	Learning and Community Services	10	10	0	Adult learning and skills - reduction in data and performance information	GREEN	
CCS	Public Protection	10	0	10	Additional Income from the switch of alarm monitoring	RED	CCTV not compliant to alarm reception centre
CCS	Public Protection	30	30	0	Re-commissioning Domestic Abuse Contract	GREEN	
CCS	Public Protection	10	10	0	Increase in income	GREEN	
CCS	Planning and Building Control	11	11	0	Extra additional income from pre-application and increased planning application	GREEN	
CCS	Planning and Building Control	4	4	0	Reducing specialist consultancy support	GREEN	
CCS	Public Protection	5	5	0	Partnership with approved trader scheme	GREEN	
CCS	Planning and Building Control	3	3	0	Re-negotiate landfill monitoring contract	GREEN	
CCS	Learning and Community Services	104	104	0	Reduction in overhead costs following the library service being brought "in house".	GREEN	
CCS	Wellbeing & Community Services	25	25	0	Community & Skills restructure 2015/16 – removal of service transition budgets	GREEN	
CCS	Contracts, Commissioning & Procurement	50	50	0	Reduction in budget lines across Procurement Team service area.	GREEN	
CCS	Learning and Community Services	780	0	780	Libraries' Contract Overpayment (one-off)	AMBER	Service still confident the full amount will be received

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
CCS	Legal	300	300	0	Increase internal legal capacity to reduce spend on external legal advice	GREEN	Met for this year only using one off resources
CCS	Planning and Building Control	35	35	0	Expected compensating savings following introduction of the fleet of electric vehicles (growth bid included)	GREEN	
CCS	Wellbeing & Community Services	2	2	0	Increase in Fees and Charges	GREEN	
CCS	Learning and Community Services	1	1	0	Increase in Fees and Charges	GREEN	
CCS	Wellbeing & Community Services	229	129	100	Increase in Fees and Charges	AMBER	Cemetery and Crematorium not fully open. Some alternative savings found, more being sought
CCS	Wellbeing & Community Services	73	25	48	Increase in Fees and Charges	AMBER	Registrars income less than expected when Curve opened; Some alternative savings found, more sought
CCS	Planning and Building Control	8	8	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	11	11	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	2	2	0	Increase in Fees and Charges	GREEN	
CCS	Public Protection	4	4	0	Increase in Fees and Charges	GREEN	
CE	Professional Services	50	50	0	Reduction in budget lines across HR service area.	GREEN	
		1,782	844	938			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
Wellbeing	Public Health	156	156	0	Review and reduction of Public Health Contracts	GREEN	
Wellbeing	Adult Social Care	44	44	0	Use of Telecare and Equipment to reduce Personal Budget Levels	GREEN	
Wellbeing	Adult Social Care	200	200	0	Continuing Health Care (transfer of funding responsibility from NHS)	GREEN	
Wellbeing	Adult Social Care	220	220	0	Re-assessments to reduce Personal Budget levels	GREEN	
Wellbeing	Adult Social Care	250	250	0	Housing related support review	GREEN	
Wellbeing	Adult Social Care	150	150	0	Voluntary sector strategy planned funding reduction	GREEN	
Wellbeing	Adult Social Care	300	300	0	Adult Social Care Restructure	GREEN	
Wellbeing	Adult Social Care	100	100	0	Extend use of supported living provision to support moderate to severe needs Mental Health Clients following succesful Hope House project.	GREEN	
Wellbeing	Adult Social Care	30	30	0	Fees and charges increase for client contributions	GREEN	
		1,450	1,450	0			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
RHR	Environmental Services (WASTE)	475	150	325	Amey 'profit' element in contract removed following new service provision in December 2017.	AMBER	Full savings will depend on the cost of new service specification & the new DLO/DSO operating costs.
RHR	Housing and Environment	50	50	0	Temporary Accommodation - Reduce staffing costs by transferring some of these to the subsidiary housing company	GREEN	
RHR	Housing and Environment	114	114	0	Home improvements- Income generation from fees	GREEN	
RHR	Housing and Environment	100	50	50	Savings from sourcing temporary accommodation through the activity of the subsidiary housing company.	AMBER	May be partly achieved due to the time needed for the new housing company to acquire suitable properties.
RHR	Housing and Environment	6	6	0	Home Improvements and Strategic Housing - Capitalisation	GREEN	
RHR	Finance & Audit	50	50	0	Increased Treasury Management Returns	GREEN	
RHR	Finance & Audit	165	165	0	Mortgages deposits being offered with rental	GREEN	Other savings found
RHR	Facilities	10	10	0	Maximise Use of Office Space	GREEN	
RHR	Facilities	5	5	0	FM Contracts Review	GREEN	
RHR	Transport and Highways	524	524	0	Capitalisation of Highway Maintenance	GREEN	
RHR	Transport and Highways	150	150	0	a) Replace council fleet & hire vehicles resulting in reduced maintenance & hire costs. b) Increase charges for Community Transport	GREEN	

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
RHR	Transport and Highways	250	250	0	Reduction in Revenue budget as a result of new street lighting contract including further energy savings, reduction in scouting and reduction in cleaning of lanterns.	GREEN	
RHR	Transport and Highways	100	110	-10	Reduction in management costs for the current professional services contract.	GREEN	
RHR	Various	300	300	0	Creation of dedicated SUR Team and capitalise costs	GREEN	Slippage on the original proposal but alternatives found to the full value
RHR	Transport and Highways	17	17	0	Increase in Fees and Charges	GREEN	
RHR	Asset Management	500	500	0	Additional income generated via the Strategic Acquisition Fund in 17/18	GREEN	
		2,816	2,451	365			

Directorate	Service	Amount	Amount Saved	Slippage	Savings Item	RAG	Comments
CLS	Cambridge Education Contract	350	350	0	Review of Cambridge Education Trust Budgets to reflect reduction in Mott MacDonald profit element	GREEN	Saving now covered by from internal resources
		350	350	0			

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee

DATE: 15th March 2018

CONTACT OFFICER: Colin Moone, Service Lead – Strategic Housing Services
(For all Enquiries) 01753 474057

WARD(S): All

PART I
FOR COMMENT & CONSIDERATION

REVIEW OF HOUSING ALLOCATIONS SCHEME 2013-181. **Purpose of Report**

This report requests comments & consideration from the panel in relation to reviewing Slough Borough Council's Allocations Policy 2013-2018.

2. **Recommendation(s)/Proposed Action**

That the Committee considers and comments on the proposed changes to the Council's Housing Allocations Policy detailed in section 5.4 of this report.

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

The Slough Joint Wellbeing Strategy, the JSNA

3.1 Housing is one of the key priorities of Slough's Joint Wellbeing Strategy (SJWS). It contributes to reducing inequalities in health through access to high quality housing. There are clear links between housing and the JSNA priorities around improving health conditions, particularly mental health and protecting vulnerable children.

3.2 **Five Year Plan Outcomes**

Outcome 4 of Slough's new Five Year Plan 2017-2021 states: "Our residents will have access to good quality homes". This outcome recognises the critical links between improved health and wellbeing and affordable good quality housing.

3.3 **Housing Strategy**

Slough's Housing Strategy sets out the council's shared vision and priorities to provide sufficient, good quality, affordable housing. Theme 4 of the strategy commits: "The Scheme of Allocation for social housing will be reviewed to look at the priority for homeless people and vulnerable groups...".

4. **Other Implications**

(a) **Financial**

There are no direct financial implications arising from this report. However, indirectly there are very significant financial implications for the Council giving the rising numbers of homeless families residing in expensive temporary accommodation with some households having no realistic exit opportunities.

(b) **Risk Management**

There are no risk management implications arising from this report

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

The existing scheme has previously been reviewed by Counsel and recently in relation to non-dependents, as legally compliant. Therefore there are no Human Rights and legal implications arising from this report.

(d) **Equalities Impact Assessment**

The Council has a public sector duty under the Equalities Act 2010 to eliminate discrimination, harassment and victimisation in order to promote equality of opportunity to all persons and to those who share a protected characteristic under the legislation.

An Equalities Impact Assessment has been conducted which has highlighted areas of concern particularly how the council deals with applicants having some need to move on medical/welfare grounds.

5. **Background Information**

5.1 The Housing Act 1996. 166A (3) is the primary legislation which sets out statutory reasonable preference categories:

- (a) people who are homeless (within the meaning of Housing Act 1996 Part 7);
- (b) people who are owed a duty by any local housing authority under Housing Act 1996 section 190(2), 193(2) or 195(2) (or under section 65(2) or 68(2) of the Housing Act 1985) or who are occupying accommodation secured by any such authority under section 192(3);
- (c) people occupying insanitary or overcrowded housing or otherwise living in unsatisfactory housing conditions;
- (d) people who need to move on medical or welfare grounds (including any grounds relating to a disability); and
- (e) people who need to move to a particular locality in the district of the authority, where failure to meet that need would cause hardship (to themselves or to others).

5.2 The introduction of the Localism Act 2011 enabled local authorities to make local decisions on who should be given priority for an allocation of social housing. The Council changed its housing allocation scheme in January 2014 after a consultation with residents and stakeholders. The adopted scheme prioritised applicants:

- Living in Slough for a continuous period of 5 years
- Working/volunteering/being in work-related training
- Fostering or adopting
- Having served in the armed forces
- Looked after children
- Social housing tenants under occupying their home
- The right to move – (regulations 2015)

5.3 Consultation on the proposed changes to the Scheme

5.3.1 The consultation journey of the proposed changes to the Allocations Scheme started on 10th July 2017, where a Members' Seminar discussed the original proposed changes.

5.3.2 Members discussed the proposed changes further at the Neighbourhoods & Community Services Scrutiny Panel held on 7th September 2017. Officers considered what Members said about the proposed changes over both sessions and presented a revised (proposed) Allocations Scheme to a further Members' Seminar on 27th February 2018. This report includes any suggested amendments arising from that seminar.

5.4 Proposed Changes

5.4.1 The changes with some explanation as to why these are being proposed are as Follows: -

5.4.1.1 Community Contribution

5.4.1.1.1 It is proposed that the Community Contribution priority be changed from one year to six months.

5.4.1.1.2 The current scheme requires those with a community contribution to have been in employment, volunteering or work related training for a continuous period of 12 months. It is also proposed that any person working in a school or college is not penalised by this criteria during holiday periods.

5.4.1.2 Priority for Disability and Medical

5.4.1.2.1 It is proposed that these households receive additional preference and band B priority.

5.4.1.2.2 Applicants assessed as having some need to move on medical/welfare grounds are placed in band C. As at the end of March 2017 there were 69 applicants meeting this requirement. It is unlikely that those placed in band C on medical priority (unless in need of older persons accommodation) would ever receive an offer of social housing due to the large demand from band B.

5.4.1.3 One Offer Only

5.4.1.3.1 It is proposed that the current two offer policy is changed to one offer only.

5.4.1.3.2 The current scheme enables two offers of social housing to be made. In the last year 123 offers of council property were refused. In some cases newly built properties were refused because there was no Right to Buy or Right to Acquire. A legal review process is in place to deal with the suitability of all offers.

5.4.1.3.3 Exceptions will be made for those under occupying homes, however, applicants may re-apply to the register after a period of 24 months after an unreasonable refusal of a suitable offer.

5.4.1.4 Owner Occupiers

5.4.1.4.1 It is proposed that in exceptional circumstances owner occupiers are able to join the Housing Register for an offer of designated housing for the over 60s.

5.4.1.4.2 Owner occupiers are currently unable to join the Housing Register. Some older persons may benefit from a move into older persons housing. A provision of selling or leasing the existing home must be in place to facilitate any offer.

5.4.1.5 Homelessness

5.4.1.5.1 It is proposed that qualifying homeless households are transferred to band B irrespective of community contribution. It is also proposed that other agreed homeless households who do not meet the 5 year residence criteria are placed into band C irrespective of community contribution.

5.4.1.5.2 The current scheme awards an additional preference to agreed homeless households who meet the community contribution criteria. It is well documented that due to external influences (welfare reform, higher private rental costs, migration from London boroughs) there has been a significant rise in the number of households in temporary accommodation. Such placements are costly and place an additional burden upon the General Fund.

5.4.1.5.3 Homeless households not meeting the community contribution criteria are unlikely to receive an offer of accommodation from the register. This is also because a number of homeless households do not meet the residence criteria of 5 years living in Slough.

5.4.1.6 Key Workers

5.4.1.6.1 It is proposed that key workers (Teachers and Social Workers dealing with vulnerable adults and children) are given reasonable preference when joining the Housing Register in relation to the specific pilot scheme being adopted in 2018/19.

5.4.1.6.2 There is a commitment in the Housing Strategy to provide accommodation for key workers dealing with vulnerable adults and children.

6. Comments of Other Committees

6.1 The proposed changes outlined in Section 5.4 are as a result of extensive consultation and discussions with Councillors as indicated in Section 5.3.

7. **Conclusion**

7.1 Rationing access to Council or housing association homes is an unfortunate reality given the worsening supply and demand situation in Slough. It is right that the Council strikes the right balance between aspiration and dealing with deep-seated needs issues.

7.2 Letters outlining the proposed changes have been sent to all households on the Housing Register. It is expected that once the consultation ends and the Council takes account of the comments received, the scheme will be signed off by delegated authority and go live on 3rd April 2018.

8. **Appendices**

None

9. **Background Papers**

Housing Allocation Scheme 2013-2018
Equality Impact assessment
Homeseekers Newsletter 2017-18

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee
DATE: 15th March 2018
CONTACT OFFICER: Dave Gordon – Scrutiny Officer
(For all Enquiries) (01753) 875411
WARDS: All

PART I
FOR DECISION

OBESITY TASK AND FINISH GROUP – FINAL REPORT AND RECOMMENDATIONS

1. **Purpose of Report**

For the Overview and Scrutiny Committee to comment on the work and recommendations of the Obesity Task and Finish Group.

2. **Recommendations/Proposed Action**

2.1 That the Committee approve and adopt the recommendations of the Task and Finish Group, namely:

- a) That the current food offer at Slough Borough Council be reviewed, to include canteen provision (e.g. traffic light labelling of food) and vending machines;
- b) That methods for increasing levels of physical activity and reducing levels of sedentary behaviour within work and outside work be implemented through behaviour change;
- c) That the incentivising of activity through outsourced services be supported (e.g. reduced cost for use of the Montem Leisure Centre); and
- d) That engagement with senior leadership and Councillors be undertaken to establish a wellbeing ethos across the Council, which will include team / departmental 'Health Champions' .

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

3.1 **Slough Joint Wellbeing Strategy priorities**

Work to address obesity supports the following priorities of the strategy:

- 1. Protecting vulnerable children
- 2. Increasing life expectancy by focusing on inequalities
- 3. Improving mental health and wellbeing

3.2 **Five Year Plan Outcomes**

This report considers obesity which impacts on the following Five Year Plan outcomes:

- Our children and young people will have the best start in life and opportunities to give them positive lives.
- Our people will become healthier and will manage their own health, care and support needs.

4. **Other Implications**

(a) Financial

There are no financial implications of this report. The financial implications of any actions taken should the recommendations be approved will be monitored as they become apparent.

(b) Risk Management

Recommendation	Risk/Threat/Opportunity	Mitigation(s)
Task & Finish group to become exemplar Council	Risk that Employee Wellbeing Board is overshadowed and disempowered	Employee Wellbeing Board aware and supportive of this proposal
SBC to become exemplar for the Borough	Poor staff and Member engagement in making this happen	Use incremental evidence-based approach to elicit and retain staff engagement
Public Health intervention Programme in place to tackle obesity	Results might take too long to achieve	Incorporate short term goals and milestones that feed into the long term target
Cross-council and external partnership ambition	Poor partner engagement with the obesity strategy	Co –produce the new strategy with partners and link into their priorities and needs
Cross Slough ambition on obesity	Indifference to the problem from residents, businesses and other partners	Research to enable identification of links with issues of concern/interest and to understand drivers for unhealthy and healthy behaviours

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act implications. Tackling obesity in children and adults is a non-prescribed function of public health.

(d) Equalities Impact Assessment

An Equality Impact Assessment will be completed for the new strategy.

(e) Workforce

The Task and Finish Group will require officer time and commitment and agreement from line managers.

5. **Supporting Information**

- 5.1 The Task and Finish Group was first raised as a possibility by members at the meeting of the Overview and Scrutiny Committee on 13th June 2017. Given this request, an item was taken at the Committee on 14th September 2017; this discussion led to the commissioning of a Task and Finish Group.
- 5.2 The Task and Finish Group's remit was to undertake work on making Slough Borough Council (SBC) an 'exemplar Council'. This involves establishing a working environment where the health and wellbeing of staff is placed at the heart of policy making. Areas such as catering, work stations, workplace culture and options for physical activity were raised as part of this. The Task and Finish Group met on 31st October 2017 to formulate its draft terms of reference. On the basis of this meeting, the proposed terms of reference were formulated (included in the report attached as Appendix A).
- 5.3 The Task and Finish Group arranged a variety of methods to gather its information. A workplace survey was held in the autumn of 2017 and received over 230 responses; at this time, members also attended the staff canteen to see the food available to staff at SBC. Meetings were held with the canteen management, the Leisure Team, Human Resources and Facilities to hear about the workplace environment, and discuss how this could affect health and wellbeing. Finally, a site visit to Mars Confectionary saw an environment where a strategic approach has been taken to the matter. These are detailed in the report.
- 5.4 The Task and Finish Group held its meeting to conclude its work and form its recommendations on 20th February 2018. It is the recommendations in this report that require the approval of the Committee, at which point they will be adopted by the Committee. It is also advised that the Committee ask for an update on these recommendations to track their progress.

6. **Conclusion**

This report is intended to provide the Committee with the findings of the Task and Finish Group.

7. **Comments of other Committees**

This report reflects the outcomes of the Task and Finish Group's work. No other Committees have considered this material.

8. **Appendices Attached**

'A' - Final Report Obesity Task & Finish Group (draft)

9. **Background Papers**

None.

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Obesity Task & Finish Group

Findings of Task and Finish Group
commissioned by Overview and Scrutiny
Committee

October 2017 – February 2018



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DRAFT

Preface

It gives me great pleasure to introduce the recommendations of the Obesity Task and Finish Group. The review was commissioned by the Overview and Scrutiny Committee after a debate on 14th September 2017; the points raised in this discussion were addressed in the terms of reference which can be found at the start of the report.

In order to provide recommendations based on the widest possible evidence base, our Group has conducted a series of meetings and events to shape its views. These have included staff at Slough Borough Council, a series of departments whose work has an impact on the area and also external bodies from whom we could learn about the most effective policies available. Given this, we hope that our findings have a significant amount of weight behind them and are worth serious consideration by all parties. It is also our intention that the work will have a long term impact which can be measured; the survey has been designed to be repeated in the future so we can demonstrate the degree to which Slough Borough Council has changed as a workplace.

The Members of the Task and Finish Group would like to thank the officers and organisations who have provided information to the Group. I would also like to thank Councillor Wal Chahal, Councillor Nora Holledge, Councillor Atiq Sandhu, Councillor Suniya Sarfraz and Councillor Anna Wright for all their work and support in completing this project, as well as the stakeholders listed at the end of this report.

Councillor Satpal Parmar
Chair of the Obesity Task and Finish Group



Terms of reference

The following terms of reference were proposed by the Task & Finish Group following a meeting on 31st October 2017.

1. To investigate and make recommendations on the following matters:
 - 1.1 The current food offer available at Slough Borough Council (SBC) workplaces and potential improvements.
 - 1.2 The activity options provided for SBC staff and potential expansion.
 - 1.3 The level of staff involvement in the activities provided by SBC and the barriers to greater participation.
 - 1.4 The experience of staff at SBC in terms of being active during their working day.
 - 1.5 The extent to which SBC policies support or incentivise active lifestyles (including outsourced services).
 - 1.6 Conducting research into other workplaces with policies which support active lifestyles and how these examples could be replicated at SBC.

Summary of Recommendations

The Task and Finish Group would like to propose the following recommendations based on its investigations:

- 1) that the current food offer at Slough Borough Council be reviewed, to include canteen provision (e.g. traffic light labelling of food) and vending machines;
- 2) that methods for increasing levels of physical activity and reducing levels of sedentary behaviour within work and outside work be implemented through behaviour change;
- 3) that the incentivising of activity through outsourced services be supported (e.g. reduced cost for use of the Montem Leisure Centre); and
- 4) that engagement with senior leadership and Councillors be undertaken to establish a wellbeing ethos across the Council, which will include team / departmental 'Health Champions' .

DRAFT

1 Background to the Review

1.1 Introduction

The issue was first raised by the Overview and Scrutiny Committee on 13th June 2017. This was in response to concerns regarding the levels of childhood obesity being reported against the actions being taken under Slough Borough Council's (SBC) Five Year Plan. However, given the relatively recent review into childhood obesity (2014), it was felt that the focus of any Task & Finish Group should be different. The Overview and Scrutiny Committee will continue to monitor progress made with children, but did not wish to conduct work which had already been undertaken.

Instead, the focus of this report will be on making SBC an 'exemplar Council'. This is one of three strands in the new obesity strategy, to be launched in 2018, and therefore it is intended that the work of this review should have a long term impact as the strategy is embedded. The remit also means that the members involved in the Task & Finish Group can take an active and direct role in promoting the aims of the obesity strategy. The overall remit of the Task & Finish Group was agreed by the Overview and Scrutiny Committee on 14th September 2017, and the terms of reference adopted on 31st October 2017 (as included at the start of this report).

The Task and Finish Group was chaired by Councillor Satpal Parmar and membership comprised Councillor Wal Chahal, Councillor Nora Holledge, Councillor Satpal Parmar, Councillor Atiq Sandhu, Councillor Suniya Sarfraz and Councillor Anna Wright.

1.2 The Approach

Once the terms of reference had been agreed, the Group arranged a series of meetings and events. Prior to any face-to-face events, a workplace survey was designed by the Public Health Team on the basis of the areas raised by members at their meeting on 31st October 2017. This ran from 20th November – 4th December; the results of this were circulated to members and are included in the report. In terms of events, the first of these was a visit to the canteen in St Martin's Place on 4th December 2017. After this, a meeting with the Leisure Strategy Team was held on 11th December 2017.

On 15th January 2018, two meetings were held; a follow-up session with the Canteen Manager, and a discussion with Human Resources and Facilities. The last element of the information gathering took place on 23rd January 2018, as members visited Mars Confectionary to discuss the workplace environment and its emphasis on health and wellbeing.

The information on these events is included in section 2 of this report, and was used to formulate the recommendations at the start of this document. These recommendations were compiled by the Task & Finish Group at its meeting on 20th February 2018.

2 Information gathered

2.1 Workplace Survey – Autumn 2017

- 2.1.1 The survey ran from 16th November – 4th December 2017 and attracted 238 responses. This amounts to nearly ¼ of Slough Borough Council's workforce and thus offers some meaningful insight into issues regarding obesity at the workplace.
- 2.1.2 The most frequent barrier to being physically active is lack of time. This is demonstrated nationally also. Cost comes in 3rd at 28% - Open question responses are attached to this email
- 2.1.3 The majority of staff have no fruit or veg during the day in work, and the majority don't outside of work either (*or don't meet the 5 a day recommendation)
- 2.1.4 Over 79% of staff drive to work (189 people) – 7 people or 3.7% of those that drive, drive less than 1 mile and 74 people or 39% of those that drive, drive 1-5miles. 75% of staff use the stairs, but more concerning is the 25% of staff that use the lift.
- 2.1.5 The majority of staff (60%) spend more than 60 minutes sat at their desk without moving. Only 6% sit for 20 minutes or less at a time (the recommended amount based on health outcomes). The majority of staff feel that SBC doesn't encourage healthy eating or physical activity
- 2.1.6 Only 14% of staff meet the recommendation of water consumption. A worrying 19% of staff have 1 or no cups of water a day.
- 2.1.7 In terms of comments from respondents, the following ideas or views were commonplace:
- Free fruit to be provided – 24 staff
 - Free or additionally reduced gym use – 31 staff
 - More time provided to be physically active/break from work – 29 staff
 - Healthier eating options/better canteen food etc.. – 31 staff
 - Standing desks/reduce sitting – 15 staff

2.2 Canteen Visit - 4th December 2017

- 2.2.1 Food was provided by a company which had taken over the contract in the last year. The food on offer was now more varied, although questions remain as to the healthiness of the catering.
- 2.2.2 Unfortunately, the menu on the day of the visit was the Christmas lunch, making the experience rather atypical. However, members could see the physical facilities used by the caterers and the layout of the kitchen (which was largely similar to that used by the previous service providers).
- 2.2.3 There was a salad bar – however, it lacked prominence and also offered a fairly limited selection. Whilst there were no sandwiches on offer during the visit, they were normally a substantial element of the food provided. The 'RAG' ratings for these are often in the amber or red region.
- 2.2.4 Members felt that the current layout of the food could be improved. At present, the first items they passed were bags of crisps; this could be altered to fresh fruit or similar healthy options. In addition, the salad option could be expanded, made more appetising and be given more visibility. In addition, after the fridge hosting sandwiches there was an extensive selection of sweets and popcorn; this area could be redesigned to promote healthy eating. Coffee and tea were also promoted more than fruit juices.

2.2.5 The event was attended by Cllrs Parmar, A Sandhu and Wright.

2.3 Leisure Strategy – 11th December 2017

2.3.1 The local community in Slough is particularly inactive; it currently rates as the 10th least active in England. However, there had been significant efforts made on the matter; SBC was rated as the most improved local authority since 2006.

2.2.6 These rates were based on activity rates amongst over 16s. Sports England was also working to improve participation amongst children and young people.

2.2.7 Childhood obesity remained an issue, with approximately 1 in 4 local children being obese. In some areas (e.g. Wexham) this was particularly pronounced, with 2 primary schools in Slough having obesity rates of over 50%. The severity of this situation was recognised by SBC.

2.2.8 As well as the physical benefits of increased activity, it was important to stress the other gains made in terms of social interaction, mental health and emotional wellbeing. As one example, children exercising for 60 minutes a day experienced a 28% rise in numeracy rates compared to their inactive peers.

2.2.9 SBC had in place a 5 year Leisure Strategy. In particular, the issue of reaching communities which had previously not taken part in activity and developing coaches and trainers as part of this were vital elements.

2.2.10 The Strategy was comprehensive, and would have elements aimed at all ages (from 8th January 2018, the Active Minis service would be in operation). At the other end of the age range, there were 6 healthy walk routes for the elderly, with 2 more to be launched in 2018. For more active adults, the Run With Active Slough sessions had proved very popular, attracting 50 or more people to some sessions.

2.2.11 Funding was also available for those seeking qualifications in coaching. Activator courses were looking to encourage under 18s to make the preparations to become trainers later in life. However, resources were tight; as a result, resources were being used imaginatively to get the best use out of what was available (e.g. communities encouraged to take ownership of session delivery, staff at The Curve being trained to deliver seated sessions for elderly or disabled visitors).

2.2.12 To boost take up, most sessions (approximately 60%) were free; most others were charged at a nominal cost to cover expenditure (£2 - £3 per session on average).

2.2.13 The Strategy was also committed to boosting SBC staff's participation (both during work hours and outside). Part of this would be identifying staff whose background made them ideal to take leadership roles on the matter (even as coaches in some cases) and working with Sports England to support this.

2.2.14 To this end, the Get Active programme was open to all SBC staff; yoga and Pilates were particularly popular. More strenuous options were also provided (e.g. Fire Fit at the Three Tuns Fire Station). However, whilst the feedback from participants was positive, the take up of incentives such as reduced gym membership rates at Montem was limited.

2.2.15 A change in management culture may be a vital element of shifting patterns of activity on this; for example, could it be included on agendas for team meetings in future? The results of the

staff survey (completed 4th December 2017 and awaiting analysis) would also be fed into any such debate.

2.2.16 The staff survey had identified the following as the most prevalent barriers to staff participation:

- Lack of time 69%
- Family commitments 42%
- Cost 28%
- Lack of programmes that interest me 16%
- Self conscious while participating 13%
- I do not need to be more active 10%

2.2.17 One area which had proved to have fallen below expectations was children's play areas. The stated aim had been that all children in Slough would be no further than a 10 minute walk from a suitable facility. This had taken place with the initial £3 million investment in developing areas in local neighbourhoods; however, the maintenance regime for the play areas across the borough has been very poor and subsequently many areas are in a very bad state of repair .

2.2.18 On a more positive note, the outdoor Green Gyms were proving very popular. 6 more of these would be installed in Slough by the end of March 2018.

2.2.19 The leisure facilities in Slough would also be dramatically improved over the next 2 years. The Ice Arena is due to open in April 2018, whilst the Salt Hill Activity Centre was highly innovative; it stressed family activity and options for those not involved in competitive sport. With facilities to include soft play, caving, trampolining and 10 pin bowling, this would offer alternatives to more traditional routes. It would also expand provision for the disabled using lights and similar facilities. In all, this would amount to £60 million of investment as other centres opened, whilst the Arbour Park Community Sports Stadium was running at nearly full capacity in the evenings.

2.2.20 One major future issue which required mitigating was the end of funding from Sport England for the Get Active sessions. At present, 70 such sessions were running per week and were subsidised; however, this funding would end in September 2018. This amounted to £150,000 – £180,000 of external funding per year being lost. SBC was hoping to justify any replacement expenditure by stating that ill health was estimated to cost SBC £26 million per year.

2.2.21 Partnership work with schools was also increasing; this was to try and resolve the problem area of growing childhood obesity rates, with cases of Type II diabetes being diagnosed in childhood (something that was previously not being observed in this age group).

2.2.22 The event was attended by Cllrs Parmar and Wright.

2.4 Discussion with Canteen Management - 15th January 2018

2.4.1 The canteen has been under new management for 6 months. A major part of the change of management involved providing a more varied selection of food. New lines of food were introduced every couple of weeks, and catered for the 1,100 staff who occupied St Martin's Place.

2.4.2 Sandwiches were now made on a daily basis, and were receiving better feedback than the previous supplier. They were labelled as Halal or containing allergens, but only some had nutritional statistics. These statistics, where provided, were not rated on a 'red amber green' basis.

2.4.3 The salad that was provided by the Canteen was also made fresh every day; its sales peaked in the summer, and would also be refreshed for a second time at 1.30pm. Fruit, yoghurts and

fruit juice were also on offer. However, whilst some of these were light or low fat there were also more sugary options available.

- 2.4.4 In terms of breakfast, cereal and porridge were provided as well as cooked breakfasts. However, these had proven extremely unpopular compared to the hot options; these involved 7 items (including several types of sausage). For lunches, there would be 3 options for main meal (1 meat, 1 vegetarian and 1 Halal). In addition, there were paninis and sometimes soup available; the canteen would soon be piloting a toasted sandwich and soup offer. Jacket potatoes were also always on offer. The demand for these increased in the winter months.
- 2.4.5 In terms of the popular option, spicy chicken dishes, grilled meats and grilled chicken were popular. At present, less healthy options such as pastries, slices and wraps such as burritos were also regular features and good sellers. Demand was a key determinant in creating menus given the need for the canteen to be economically viable. No food on offer at the kitchen was fried.
- 2.4.6 The canteen nominated rice, chips and vegetables as the accompaniment to specific items but was flexible in practice if customers requested variations from the menu.
- 2.4.7 The afternoon saw snacks sell a large number of units. By this stage, the salad and fruit alternatives were less available whilst the lunch menu had ended. Sugary drinks did sell; however, on average, diet Coke would outsell its traditional alternative by approximately 2 units to 1. There had not been a trial to see if the remaining customers buying Coke would transfer to diet Coke if choice was restricted, although anecdotal evidence suggested not.
- 2.4.8 The noodle bar had cooked to order in the early stages of the new canteen management. However, this had caused severe problems with queuing and now noodles were offered in line with other items (i.e. pre cooked and kept on a hot plate).
- 2.4.9 The food display was as inherited; there were questions as to whether this meant that salads were not as prominent as they could have been but any movement of this could prove hazardous.

2.5 Human Resources and Facilities – 15th January 2018

- 2.5.1 The Employee Wellbeing Board was involved in assessing the matter of creating an active and healthy workplace. However, at present it had no dedicated budget and had to request financial support from Public Health or money used by 'Get Active'.
- 2.5.2 In addition, the Canteen received no subsidy and had to be financially self-sustaining. Whilst the preponderance of food with high levels of carbohydrates was acknowledged, it was also recognised that it stocked fruit but that some of this was going to waste due to it failing to sell in sufficient units. Unfortunately, such fruit could not be given away as it could be judged to be a 'gift in kind' and thus counter to policy on conflicts of interest.
- 2.5.3 Vending machines currently stocked a very limited number of healthier options. The trolley service offering snacks to staff at desks had recently been terminated, but this was due to it receiving little custom rather than any health considerations.
- 2.5.4 A series of healthy eating workshops had been arranged, as had massages. However, these had received limited attendance from staff; health checks which involved calculating BMI or taking measurements on blood pressure and similar metrics (e.g. the Health Kiosk) proved more popular.

- 2.5.5 One potential method of improving the Employee Wellbeing Board's impact and profile could be to include a Councillor in its membership. The Board recognised the recent survey's finding that behaviour change was the greatest problem facing an improvement in staff wellbeing. In addition, it had found that the most engaged staff also tended to be the most active, meaning that those most in need of change were not receiving the relevant messages.
- 2.5.6 At present, SBC staff are offered a 10% discount (£3 per month) on local gyms. This was offered through 'Get Active', although take up was limited (under 50 people). Some of this may be caused by staff retaining a previous deal offered by SCL, but other options (e.g. offering staff discounted access at lunchtimes only, when gym usage tended to be far lower amongst the general population) may be one route to enquire about.
- 2.5.7 Sedentary behaviour was a significant health issue; even those with healthy BMIs could expose themselves to increased risk of Type II diabetes and similar issues if insufficiently active. At present, over 80% of staff were not moving at least once every 30 minutes. It may be that managers should be mandated to ensure that staff were moving, and innovations such as standing desks could also help reduce this problem.
- 2.5.8 In addition, at present activities were planned for either out of office hours or lunchtime. The former meant that those with family commitment struggled to attend, whilst the latter were susceptible to workplace pressure. As a result, could activities during core hours provide sufficient benefits in terms of productivity and reduced absenteeism to gain approval? Another matter to consider here was ensuring that it was not only staff at St Martins Place who benefitted from such initiatives.
- 2.5.9 Revolution was not required – just 20 minutes of activity a day provided measurable positive impact. Campaigns such as 'Get On Your Feet For Britain' had also provided a short term change in the environment although often were isolated occasions rather than integrated into standard procedure. The more enjoyable activities were, the higher the take up rate.
- 2.5.10 Methods for ending usage of lifts for all staff (bar those who required it for physical reasons) could also be investigated.
- 2.5.11 One issue of concern was the culture of cakes and similar food being placed at the end of rows of desks. However, a solution based on a change of culture would be preferable to one based on an absolutist policy.
- 2.5.12 Leisure centres run by SBC were also working on their food offer. At present, they provided burgers, chips and similar food but argued that they were healthier than the same meals provided by fast food outlets.
- 2.5.13 Driving to work was a major part of SBC culture, with 3.7% of staff driving less than 1 mile to attend work. However, the traditional barriers to changing this were school runs / care responsibilities. Could staff be encouraged to complete these, park at home then walk? In addition, the use of electric cars and bicycles could provide positive outcomes, as could providing incentives for staff to walk or cycle to work. Nevertheless, it should be remembered that some staff on low wages (e.g. carers) needed cars to work; therefore, punitive measures could impact on such staff.

- 2.5.14 The Employee Wellbeing Board and the Employee Engagement Forum were linked; however, their communications could improve.
- 2.5.15 SBC would be providing ZTE boxes across the borough, and these could help with the initiatives mentioned above.

2.6 Site Visit to Mars – 23rd January 2018

- 2.6.1 In order to have the best impact, it was imperative to avoid labelling the campaign as dealing with obesity, or to try and revolutionise the culture at too great a pace. Instead, 'nudge theory' (the idea that long term behavioural change was best achieved through incremental alterations over time) would help imbed organisational change and avoid a short term solution, whilst also helping keep the staff most in need of new habits on board during the process. It is important to be clear on purpose when communicating to employees (e.g. 'Help you to live longer, healthier, happier lives' or 'improve health, wellbeing and productivity of our employees').
- 2.6.2 It was also important to retain choices for staff rather than using prohibition. Staff should be involved in a dialogue, rather than dictated to, and campaigns should include a social aspect to build team co-operation and engagement.
- 2.6.3 Mars is establishing a Five Year Health and Wellbeing Strategy. This document takes a holistic approach to workplace health, and is applied as a global policy across all parts of the company (including outside the UK). This Strategy was based on research of health patterns across the countries with Mars sites; in particular, it highlighted issues regarding varying levels of health in different countries and the prevalence of depression amongst young workers in modern societies.
- 2.6.4 Mars has 12 sites across the UK, producing a range of goods (e.g. confectionary, pet supplies, horse care) and Wrigleys Chewing Gum. The company was committed to ensuring that all workers had access to the same benefits, regardless of managerial level or type of work.
- 2.6.5 The culture of a healthy workplace had been embedded at the Slough site since its inception in the 1930s. This resulted from the founder's need to encourage improved levels of health in a local workforce with wellbeing needs.
- 2.6.6 The company was able to continue to justify its prioritisation of wellbeing through statistics. At present, it was estimated that £1 of targeted expenditure was giving a £5 return on investment, with energy, fulfilment and happiness all improving in its workforce. In addition, the reputation it had established for this was proving a significant incentive in attracting new staff.
- 2.6.7 As well as investment, other cost neutral measures had been instigated. "Health Champions" helped promote events and messages, with those in these positions having the role included in their personal development plans. They also used high profile events promoted by campaigns such as Sports Relief to garner momentum for their efforts.
- 2.6.8 Meanwhile, wellbeing had been embedded in leadership practices and delivered improved outcomes. Part of this had been establishing a component on health and wellbeing in leadership training. Leadership is the keystone in creating a healthy workplace culture. They need to visibly participate, provide permission and advocate.
- 2.6.9 The Health and Wellbeing Strategy was also used to design an annual programme, designed around quarterly themes. These used existing public health programmes to improve their impact.

- 2.6.10 The office environment was also now divided to ensure that those requiring a quieter environment were separated from staff involved in making a high volume of calls.
- 2.6.11 Absenteeism was low at Mars – 2.4%. The level amongst factory workers was higher, although this is due to the nature of the work. Line managers, HR and OH work together to manage and minimise absence providing rapid access to physio and psychological services and modified return to work plans.
- 2.6.12 The canteen and food environment also stressed healthy options, although the alternatives of snacks remained. However, these were placed differently (at the end of the canteen) with fruit pots at the start of the display and the salad bar placed in the middle of the layout. Vending machines also offered a chilled selection of more healthy options as well as the more traditional crisps and confectionary. Snacks also had calorie counts underneath them to reinforce the message. As with other policies, 'nudge theory' and evolution had been used rather than adopting a 'year zero' approach of eliminating less healthy options overnight.
- 2.6.13 As well as altering the options, portion size and pricing methods had also helped change eating patterns. Whilst it was accepted that SBC had more physical constraints in its canteen, some of these could be adopted or researched.
- 2.6.14 Mars also provided an onsite gym, available to staff for £2 per week plus weekly exercise classes. This had a very high take up amongst the workforce.

List of Meetings and Events

The following meetings were held by the Task & Finish Group:

- | | |
|--|---|
| 31 st October 2017: | Formation of terms of reference |
| 20 th Nov – 4 th Dec 2017: | Workplace Survey |
| 4 th December 2017: | Canteen Visit, St Martin's Place |
| 11 th December 2017: | Leisure Strategy discussion |
| 15 th January 2018: | Canteen Discussion |
| 15 th January 2018: | Human Resources & Facilities discussion |
| 23 rd January 2018: | Site Visit – Mars Confectionary |
| 20 th February 2018: | Formation of recommendations |

DRAFT

4 Acknowledgements

The Obesity Task & Finish Group would like to note its thanks to the following contributors and witnesses, whose input helped form its recommendations:

Slough Borough Council:

Kam Bhatti	-	Active Communities and Participation Manager
Sarah Cargin	-	Human Resources Services Officer
Charan Dhillon	-	Service Lead Building Management
Alison Hibbert	-	Leisure Strategy Manager
Rebecca Howell-Jones	-	Public Health Service Lead
Timothy Howells	-	Public Health Programme Officer
Fatima Ndanusa	-	Public Health Programme Officer
Alan Sinclair	-	Director of Adults and Communities

External Organisations:

Mohamed Nassar	-	Wow Fresh, St Martin's Place Canteen
Helen Wray	-	Mars Confectionary

The following resources were also used in background research:

Burton & Waddell (2006)	Is Work Good For Your Health?	Stationery Office
Daniel Halpern (2016)	Inside The Nudge Unit	WH Allen
Faculty of Public Health (2016)	Better Mental Health For All	Stationery Office
HM Government (2011)	No Health Without Mental Health	Stationery Office
Mental Health Foundation (2016)	Added Value	Stationery Office
Office of National Statistics (2011)	Census	Stationery Office

The action plan below is based on the assumption that there will be minimal or no additional resource available for this work (outside the Public Health team). The action plan would be delivered by a working group that would be formed, made up of a variety of departments across the council (e.g. Public Health, leisure, parks). This will ensure that the work is spread across the Council to maximise its impact and mitigate any risk of programmes not being adopted.

Campaign	Date	Proposed activities
World Water Day	22 nd March 2018	Jugs of water on all work tables Water on tables of canteen Promotional literature, emails and other materials
Walk to Work Day	6 th April 2018	Walking buses Promote use of alternative s to SBC car park Promotional literature, emails and other materials
World Walking Day	5 th October 2018	Mile walk; before work, lunch hour and after work Monitors / alarms to highlight distance walked Pilot to reduce lift use Promotional literature, emails and other materials
Slough Half Marathon	14 th October 2018	Councillor and staff participation (5km also available) Promote volunteering opportunities
Apple Day	21 st October 2018	Provide apples for all teams / areas Promotion of health eating (esp. fruit and veg) Variety of apples sold at canteen
Sugar Awareness Week	29 th October 2018	Reduce sugar options in canteen Close vending machines No sugar from facilities for the week SLT / staff pledges
Veg Pledge Day	1 st November 2018	Canteen promotes vegetarian options (including increased selection of such options) Possible Solutions4Health nutrition workshop Promote fruit and veg in health eating context

SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 15th March 2018

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

WARDS: All

PART I
FOR CONSIDERATION & COMMENT

OVERVIEW AND SCRUTINY COMMITTEE – 2017/18 WORK PROGRAMME

1. **Purpose of Report**

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2017/18 municipal year.

2. **Recommendations/Proposed Action**

That the Committee:

- a) identify the major issues it would like to cover in the 2017/18 municipal year;
- b) agree, where possible, timing for specific agenda items during the 2017/18 municipal year; and
- c) consider whether there are any items which it would like to request one of the Scrutiny Panels add to their Work Programmes for the municipal year.

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

3.1 The Council's decision-making and the effective scrutiny of it underpins the delivery of all the Joint Slough Wellbeing Strategy priorities. The OSC, alongside the 3 Scrutiny Panels combine to meet the local authority's statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 The work of scrutiny also reflects the priorities of the Five Year Plan, as follows:

- Slough will be an attractive place where people choose to live, work and visit.
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.
- Our residents will have access to good quality homes.
- Our people will become healthier and will manage their own health, care and support needs.
- Our children and young people will have the best start in life and opportunities to give them positive lives

3.3 Overview and Scrutiny is a process by which decision-makers are accountable to local people, via their elected representatives for improving outcomes relating to all priorities for the Borough and its residents. Scrutiny seeks to influence those who make decisions by considering the major issues affecting the Borough and making recommendations about how services can be improved.

4. **Supporting Information**

4.1 The purpose of Overview and Scrutiny is to hold those that make decisions to account and help Slough's residents by suggesting improvements that the Council or its partners could make.

4.2 Prioritising issues is difficult. The Scrutiny function has limited support resources, and therefore it is important that the work scrutiny chooses to do adds value.

4.3 There are three key elements that make up the responsibilities of the Overview and Scrutiny Committee:

- provide transparency and public accountability for key documents relating to the financial management and performance of the Council;
- scrutinise significant proposals which are scheduled for, or have been taken as, a Cabinet/Officer delegated decision; and
- strategic shaping of service improvements relating to the Cabinet Portfolios of Finance & Strategy and Performance & Accountability

4.4 In considering what the OSC should look at under points two and three above, Members are invited to consider the following questions:

- *To what extent does this issue impact on the lives of Slough's residents?*
- *Is this issue strategic and pertinent across the Borough?*
- *What difference will it make if O&S looks at this issue?*

5. **Suggested Topics**

5.1 It is generally recommended that a Scrutiny Committee should aim to look at no more than 3 or 4 items in any one meeting. This limited number can prove challenging, but does allow the Committee to delve down into specific subject areas and fully scrutinise the work that is being undertaken.

5.2 This will be a continuous process, and flexibility and responsiveness vital to success. It is important not to over-pack the Committee's agenda at the start of the year, which will not allow the flexibility for the Committee to adapt to take into consideration issues that have arisen during the year.

6. **Resource Implications**

6.1 Overview and Scrutiny is supported by 1 FTE member of staff. This officer is responsible for support the O&S Committee and three Scrutiny Panels. Therefore, this is a finite resource and consideration must be given, in conjunction with the work programmes for the three Scrutiny Panels, as to how the resource is used during the year.

7. **Conclusion**

7.1 The Overview and Scrutiny Committee plays a key role in ensuring the transparency and accountability of the Council's financial and performance management, and strategic direction. The proposals contained within this report highlight some of the key elements which the Committee must or may wish to scrutinise over the coming municipal year.

7.2 This report is intended to provide the Committee with information and guidance on how best to organise its work programme for the 2017/18 municipal year. As previously stated, this is an ongoing process and there will be flexibility to amend the programme as the year progresses, however, it is important that the Committee organises its priorities at the start of the year.

8. **Appendices Attached**

A - Draft Work Programme for 2017/18 Municipal Year

9. **Background Papers**

None.

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OVERVIEW AND SCRUTINY COMMITTEE
WORK PROGRAMME 2017/2018

Meeting Date
15 March 2018
<ul style="list-style-type: none"> • Financial Update • Housing Allocations • Adult Social Care Transformation Programme – Annual Update • Obesity Task & Finish Group – recommendations (for information)
12 April 2018
<ul style="list-style-type: none"> • Five Year Plan – Outcome 5, themes 1, 3, 5 and 6 • Slough Urban Renewal • Financial Update • Scrutiny – Annual Report • Petitions – Annual Summary

To be programmed:

- Obesity in secondary schools
- Five Year Plan: Slough will be an attractive place (key actions 2, 5 and 6) July 2018
- Transactional Services Annual Report – July 2018
- Five Year Plan: Outcome 5, themes 2 and 4 (September 2018)
- Housing Strategy: Themes 2 (Private Sector) and 3 (Council Homes) - July 2018
- Arbour Park Stadium – November 2018

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MEMBERS' ATTENDANCE RECORD 2017/18
OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	13/06/17	13/07/17	14/09/17	30/10/17 (Extraordinary)	16/11/17	11/01/18	01/02/18	15/03/18	12/04/18
Chahal	P	P	P	P	P*	P	Ap		
Chaudhry	P	P	Ap	P	Ap	P	P		
Chohan						P	Ab		
N. Holledge	P	P	P*	P	P	P*	Ap		
Parmar	P	P	P	P*	P	P	P		
Rana	P	P	P	P	P	P*	P		
Sadiq	P	P	P	P	P				
Sarfraz	P	P	P*	Ap	P	Ab	P		
A. Sandhu	P	P	P	P	P	Ap	P		
R. Sandhu	P	Ap	Ap	Ap	P	P	P		

P = Present for whole meeting
 Ap = Apologies given

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

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