

Growing a place of opportunity and ambition

Date of issue: Wednesday, 22 January 2020

MEETING: OVERVIEW & SCRUTINY COMMITTEE

(Councillors Dhaliwal (Chair), Sarfraz (Vice Chair),

Basra, Gahir, Hulme, Matloob, D Parmar, S Parmar and

R Sandhu)

DATE AND TIME: THURSDAY, 30TH JANUARY, 2020 AT 6.30 PM

VENUE: COUNCIL CHAMBER - OBSERVATORY HOUSE, 25

WINDSOR ROAD, SL1 2EL

DEMOCRATIC SERVICES

OFFICER:

JANINE JENKINSON

(for all enquiries) 01753 875018

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.

JOSIE WRAGG

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Chief Executive

AGENDA

PART I

AGENDA REPORT TITLE PAGE WARD

APOLOGIES FOR ABSENCE

CONSTITUTIONAL MATTERS

1. Declarations of Interest

All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.



2.	Minutes of the Last Meeting held on 9th January 2020	1 - 8	-
SCRUTI	NY ISSUES		
3.	Member Questions	-	-
	(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).		
4.	Capital Strategy 2020/24	To follow	All
5.	Treasury Management Strategy 2020/21	To follow	All
6.	Revenue Budget 2020/21	To follow	All
7.	Equality and Inclusivity Events in Slough	9 - 14	All
8.	Adult Social Care Transformation Programme and Adult Social Care Improvement Programme	15 - 22	All
MATTER	RS FOR INFORMATION		
9.	Forward Work Programme 2019/20	23 - 36	-
10.	Members' Attendance Record 2019/20	37 - 38	-
11.	Date of Next Meeting - 12th March 2020	-	-
12.	Exclusion of the Press and Public	-	-
	It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part II of the agenda, as it involves the likely disclosure of exempt information relating to an individual as defined in Paragraph 3 of Part 3 of Schedule 12A to the Local Government Act 1972 (as amended).		
	PART II		
13.	Part II Minutes - 9th January 2020	39 - 40	-



Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.



Overview & Scrutiny Committee – Meeting held on Thursday, 9th January, 2020.

Present:- Councillors Sarfraz (Vice-Chair), Gahir, Hulme (until 7.20pm), Matloob, D Parmar, S Parmar and R Sandhu

Also present under Rule 30:- None

Apologies for Absence:- Councillors Dhaliwal and Basra

PARTI

35. Declarations of Interest

Councillor Gahir declared that he was a taxi driver. He remained in the Council Chamber throughout the meeting.

36. Minutes of the Last Meeting held on 14th November 2019

Resolved - That the minutes of the meeting held on 14th November 2019 be approved as a correct record.

37. Member Questions

None had been received.

38. Revenue Financial Budget Monitoring Report 2019-20 (Quarter 2 April - September 2019)

The Service Lead Finance (Deputy Section 151) provided an update on the financial position of the Council's Revenue Account at the end of Quarter 2 (April to September 2019) of the 2019-20 financial year.

It was reported that the Council was currently operating in a period of financial difficulty, primarily due to the financial position of Slough Children's Services Trust (SCST).

The 2019-20 approved net budget for the Council was £106.625 million. At Quarter 2, the forecast year end position for all Council run services was £106.818 million; an overspend of £0.193 million, which equated to 0.18% of the overall budget. In comparison to Quarter 1, the overspend had reduced by £1.448 million, despite the increasing pressures across the Council.

The financial position of SCST had been included in the revenue monitor to ensure visibility. With the inclusion of SCST's forecast financial position, the Council's current exposure to financial risk was an estimated net expenditure forecast for the year of £113.655 million. This represented a potential budget overspend of £7.030 million which was 6.59% above the approved budget. Overall, this was an improved position in comparison to Quarter 1, by £2.611 million.

Officers had been rigorously reviewing expenditure across all areas and prudent recruitment controls had been implemented, in case it was not possible for SCST to reduce its overall spend to nil in the current year. Since Quarter 1, the Council's overspend (all services, with the exception of those provided by SCST) had been substantially reduced and work was continuing to examine the SCST financial position. At the end of Quarter 2, 97.3% of the forecast overspend was attributable to SCST.

On behalf of the Committee, the Chair thanked the Service Lead Finance (Deputy Section 151) for the report.

Resolved – That the Overview and Scrutiny Committee noted:

- (a) The reported underlying financial position of the Council, including that of the Slough Children's Services Trust, as at Quarter 2, 2019-20.
- (b) The management actions being undertaken by officers, and the progress made to date, to reduce the budget pressures.
- (c) The potential impact on the Council's general reserves and associated implications for the Council based on the latest financial projections.
- (d) That the virements and write offs, as requested in Section 9 and 10 of the report had been approved by Cabinet on 18th November 2019.

39. Capital Monitoring Report at 30th September 2019

The Service Lead Finance (Deputy Section 151) provided a summary of spend against capital budgets for the 2019-20 financial year, as at the end of September 2019.

Members were informed that in the first half of the 2019-20 financial year, £93.591 million of the £212.760 million approved budget had been spent. This represented 44% of the approved budget being spent; the current projection was that 95% of the budget would be spent by the end of the financial year. The six major projects set out in the table at 5.3 of the report represented 73% of expenditure in the first half of 2019-20 financial year.

Resolved – That the Capital Monitoring Report at 30th September 2019 be noted.

40. Medium Term Financial Strategy (2020/21 to 2022/23) and Initial 2020/21 Budget Considerations

Members were provided with an update regarding the Council's latest Medium Term Financial Strategy (MTFS) forecasts for the years 2020/21 to 2022/23, including the targeting of resources to meet the Council's priorities in 2020/21 and proposals for a range of savings required to balance the budget.

The MTFS brought together all known factors affecting the Council's financial position and its financial sustainability into one process. This included the national funding context set by government. A one year Spending Review in 2020/21 had been announced, with a primary focus on providing additional resources to local authorities with social care responsibilities. Funding to address national homelessness, rough sleeping and town centre regeneration had also been announced. The distribution of the additional resources to individual authorities was not yet known. In addition, local authorities had been given powers to raise Council Tax by up to 2%, plus an additional 2% adult social care 'precept' before requiring a local referendum be held. The MTFS assumed that the additional tax raising powers were fully utilised; however this had not yet been agreed by the Council.

There was considerable financial uncertainty in the forthcoming years - 2021/22 and 2022/23, particularly in relation to the arrangements for New Homes Bonus funding, the revised Business Rates retention system and the outcomes of the Fair Funding Review. Therefore, years two and three of the MTFS had been modelled as a scenario, for planning purposes; however the position would remain under review in light of these ongoing unknown factors.

The Chair then invited comments and questions from Members.

During the course of the discussion, the following points were raised:

- It was noted that a previous growth allocation for the street homelessness initiative had been removed, as the increased focus was on providing temporary accommodation to reduce the overall pressure on the housing service. A Member queried how the temporary accommodation growth allocation would be funded.
- A Member highlighted the continued roll out of Universal Credit, pressure on local food banks and welfare provision, and asked if any growth bids to address these issues would be considered.
- It was queried why the Housing Revenue Account had a net deficit budget of £2.871 million. In response, the Committee was informed that this was a planned overspend and the deficit would be made up by a planned contribution from housing reserves. Currently the income and expenditure were expected to have a neutral balance for the year.
- Concern was raised regarding the Dedicated Schools Grant deficit of £7.2 million relating to special educational needs. Members were advised that the Council did not have to take account of this deficit in setting its budget or when considering the robustness of its reserves.
 In-line with guidance from the Department for Education, the Council did not include the deficit in the assessment of its current financial position.

- It was noted that the Council currently had £8.2 million of General Fund Reserves and £4.2 million of earmarked reserves available. Concern was raised that if the Council was unable to reduce the current projected overspend and was required to make a provision against the SCST's brought forward deficit by 31 March 2020, the Council's level of reserves would be significantly depleted. Members were advised that if this scenario occurred, the Council could use General Fund Reserves and these would be replenished over the next few years.
- Concern was raised regarding the level of write offs totalling £542.457.04 over the last three months. A Member queried what actions had been taken to minimise the losses incurred by the Council. It was explained that every effort was made to recover money owed; however sometimes the cost of recovery outweighed the value of the debt and therefore pursuing the debtor was not viable. Write offs were requested as a last resort and as a matter of prudent auditing the Council was required to close down outstanding accounts.
- With regard to SCST's budget overspend and deficit, a Member asked what would happen at the end of the current contract with the Council in October 2021. It was explained that Council officers had been working with SCST's leadership team to support the organisation with initiatives to reduce the overspend by the end of the financial year and to ensure SCST's finances were in a robust position at the end of the contract.

On behalf of the Committee, the Chair thanked the Service Lead Finance (Deputy Section 151) for the report and presentation.

Resolved – That the Overview and Scrutiny Committee noted:

- (a) The revised Medium Term Financial Strategy had been approved by Cabinet on 16th December 2019, as the basis for considering 2020/21 budget options.
- (b) The 2020/21 budget had been modelled on the basis of a Council Tax increase of 3.99% for 2020/21 (which included the government's 2.00% adult social care precept) for resource planning purposes; the 3.99% was for modelling purposes only at this time. The decision on the Council Tax to be set for 2020/21 would be made by Members in February 2020 and may not be at the maximum figure included in the MTFS once the budget work had been finalised.
- (c) The ongoing uncertainty regarding the extent to which the Council may retain a share of Business Rates growth and the way that central

government assessed the authority's need to spend in the future. This had made medium term financial planning more difficult than usual.

- (d) The timing of the provisional local government finance settlement and that it would be announced later than normal (due to the 2019 General Election), so the time for scrutinising budget proposals would be less than usual.
- (e) The initial savings proposals (and additional income generation proposals) as they had been designed primarily to fund some of the additional 2020/21 spending pressures generated by SCST.

41. Performance and Projects Report: Quarter 2 2019/20

The Strategic Programme Management Office Manager introduced a report and provided a PowerPoint presentation that set out the latest performance information for Quarter 2, 2019/20.

The report included progress against the Corporate Balanced Scorecard indicators; updates on the 28 projects in the portfolio; and the current manifesto commitments.

Members were informed that the Corporate Balanced Scorecard showed that 41% (9 of 22) of the selected performance indicators were achieving the desired target results, 18% (4 indicators) were performing under target. Key improvements had been made during Quarter 2 on the percentage of household waste sent for reuse, recycling/composting, the average journey times within Slough, and the attainment gap at Early Year's Foundation Stage.

With regard to the Project Portfolio, progress continued on all major schemes and projects. Across all projects on the portfolio 39% (11 projects) were rated as 'Green' (on target), 50% (14 projects) were rated overall as 'Amber' and 11% (3 projects) were rated overall as 'Red'. One project, Speech and Language Therapy commission had completed during Quarter 2.

It was reported that there were currently 43 Manifesto pledges across the Council's key areas. At the end of Quarter 2, 79% (34 pledges) were rated overall as 'Green' (achieving or on schedule) and 16% (7 pledges) were rated overall as 'Amber' (working towards target) and 5% (2 pledges) were reported as delivered. No pledges were rated overall as 'Red'. One Manifesto pledge – 'We will open outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards' had been delivered during the Quarter 2 period.

Following the conclusion of the presentation, the Chair invited comments and questions from the Committee.

Members raised the following points:

- It was noted that the number of homeless households accommodated by the Council in temporary accommodation had a 'Red' status. A Member asked for some additional information regarding the number of approaches for housing the Council received. The Strategic Programme Management Office Manager agreed to seek further information and circulate a response to the Committee.
- A Member asked why food recycling had not yet been implemented in Slough. The Strategic Programme Management Office Manager agreed to seek this information from the relevant department and circulate a response to the Committee.
- Concern was raised in relation to the increase in total crime rates per 1,000 population, which had changed from a 'Green' to 'Red' status. A Member asked what the Council was doing to address this and in particular the issue of knife crime. It was explained that the Council monitored crime rates through the Safer Slough Partnership. A Violence Taskforce had recently met to develop an Action Plan to address knife crime in Slough. The details of the Action Plan would be shared with Members in due course.
- Further concern was raised in relation to gang culture and a Member asked what provisions were in place to divert young people away from involvement in gangs and knife crime. The Service Lead Communities and Leisure explained that there was a variety of youth provisions throughout Slough and the Violence Taskforce had developed a comprehensive prevention strategy to address these issues. He suggested that the issue of knife crime could be considered further at a future Overview and Scrutiny Committee meeting.

Resolved -

- (a) That the Overview and Scrutiny Committee noted the Council's current performance, as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects and the manifesto commitments.
- (b) That the Strategic Programme Management Office Manager be requested to circulate responses to the queries raised during consideration of the report and presentation, as detailed above.

42. Forward Work Programme

The Policy Insight Manager presented the Forward Work Programme and updated Members as follows:

30th January 2020

It was reported that Frimley Health NHS Foundation Trust was not currently progressing with the plan to transfer the Trust to a Wholly Owned Subsidiary and alternative options were being considered. Therefore, it was suggested

that this item be removed from the list of reports for the 30th January meeting, and be rescheduled pending further information being received.

12th March 2020

A Member requested that the Youth Engagement Strategy, including information relating to youth crime, be presented at the 12th March Committee meeting.

16th April 2020

The Policy Insight Manager reported that Heathrow representatives were available to attend the 16th April 2020 meeting to provide an update regarding Heathrow Expansion - economic development, skills and employment in Slough. Members agreed to consider this item at the April meeting.

Resolved – That, subject to the updates detailed above, the Forward Work Programme 2019/20 be approved, as set out in Appendix A of the report.

43. Members' Attendance Record 2019/20

Resolved - That the details of the Members' Attendance Record be noted.

44. Date of Next Meeting - 30th January 2020

Resolved – That the date of the next meeting was confirmed as 30th January 2020.

(Councillor Hulme left the Council Chamber)

45. Exclusion of Press and Public

Resolved - That the press and public be excluded from the meeting during consideration of the item in Part II of the agenda as it involved the likely disclosure of exempt information relating to the financial and business affairs of any particular person (including the authority hold that information) as defined in Paragraph 3 of Part 1 the Schedule 12A the Local Government Act 1972.

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

46. Localities Strategy Update - Presentation

The Service Lead Communities and Leisure provided the Committee with a presentation regarding the Localities Strategy.

Resolved – That the Localities Strategy presentation be noted.

Chair

(Note: The meeting opened at 6.30pm and closed at 7.50 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Overview & Scrutiny Committee

DATE: 30th January 2020

CONTACT OFFICER: Ellie Gaddes, Policy Insight Analyst

(For all Enquiries) 07710 045489

WARD(S): All

PART I

FOR COMMENT & CONSIDERATION

EQUALITY AND INCLUSIVITY EVENTS IN SLOUGH

1. Purpose of Report

To provide members of the Overview and Scrutiny Committee with a report on the range and type of events for members of the LGBT (Lesbian, Gay, Bisexual, or Transgender) community in Slough. This report forms part of the responsibilities requested by full Council at the meeting held on the 26th September.

2. Recommendation(s)/Proposed Action

The Committee is requested to note the report and comment on the current range of equality and inclusivity events run, or supported by, the Council.

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

Promoting equality and inclusivity in the community has wide ranging impacts. However, it will particularly impact two of the outcomes in the five year plan:

- Slough Children will grow up to be happy, healthy and successful.
- Our people will be healthier and manage their own care needs.

It will also address some of the priority outcomes of the current Slough Wellbeing Strategy (2016-2020):

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

There are significant gaps in the data surrounding members of the LGBT community. However, the JSNA estimates that around 5-7% of any population identify as lesbian, gay, or bisexual. Around 1% of any population are estimated to be transgender. This means an estimated 1830 people in Slough identify as LGBT.

The JSNA also tells us that members of the LGBT community are more likely to be the victims of violence, and are more likely to suffer from poor mental and physical health. Young LGBT people are particularly vulnerable, and are four times more likely to suffer from depression, three times more likely to suffer from anxiety, more likely to be bullied, and more likely to commit suicide, than young people who do not identify as LGBT.

4. Other Implications

- (a) Financial There are no financial implications directly resulting from the recommendations of this report.
- (b) Risk Management There are no identified risks associated with the proposed actions.
- (c) Human Rights Act and Other Legal Implications There are no direct legal implications. There are no Human Rights Act Implications.
- (d) Equalities Impact Assessment Recommendations of this report do not require the completion of an Equalities Impact Assessment (EIA). Any further actions that arise from this report may require the completion of an EIA.

5. **Supporting Information**

- 5.1 At the meeting on the 26th September 2019, Full Council made the resolution to "request the Council's Overview and Scrutiny Committee, working with local partners, charities and our staff network, ensure the range of equality and inclusivity events run or supported by the Council are as wide and diverse as possible". In particular, the Council expressed interest in the range and type of events run in Slough for members of the Lesbian, Gay, Bisexual and Transgender community. This report forms part of the responsibilities of this resolution.
- 5.2 The Council does not employ an officer who specifically deals with issues surrounding equality and inclusivity in the community. Instead, furthering equality is 'mainstreamed' meaning it forms part of the responsibilities of many officers working in many teams. This report was therefore compiled and authored by a member of the Policy Insight team. It is worth noting that the author is therefore not directly responsible for organising any of the events listed below.
- 5.3 For clarity, a list of the definitions and terms used in this report is included as Appendix A.
- 5.4 At present, some events and groups aimed at members of the LGBT community are run in Slough:
 - The Young People's Service LGBTQ group Spectrum. This youth group meets twice a month on Wednesday evenings. It is open to any young person who lives in Slough, is aged 13-19, and identifies as LGBTQ. The sessions include peer support, education sessions, and campaigning. Over the last year, the group have run an event at the Curve during LGBTQ+ history month, run in the Slough 5K as part of the 'Running with Pride' challenge, and have a representative on the Slough Youth Parliament. Currently the group is in contact with around 30 young people.

- The Curve run a series of events as part of the LGBTQ+ History Month celebrations. In 2020, they have the 'Storytime with Mama G' performance returning to the Slough Libraries. This family friendly show is aimed at exploring LGBT identities and promoting "being who you are and loving who you want!". The event run by the Spectrum, entitled OUT! Will also be taking place at the Curve during LGBTQ+ history month.
- 5.5 In addition to these events, there are also ongoing plans to organise:
 - A Slough Pride event in 2020. Patrick Young, the local area organiser for Unison, and the Regional co-secretary for LGBT+ at Unison, is currently exploring the possibility to organise a Slough Pride event for 2020. This event would take place in either August or September, and would involve a parade through the high street, possibly followed by speeches and live music and comedy. Patrick is currently applying for funding for this event, so the precise nature of the activities and scope of the event is not yet determined. However, it is likely to include between 50 – 100 people.

6. Comments of Other Committees

This report is yet to be seen by any other committees.

7. Conclusion

There are currently some events being run specifically for members of the LGBT community in Slough. However, these events are often one off events, or aimed at specific groups within the wider LGBT community, such as young people.

8. Appendices Attached

Appendix 'A' - Glossary of Terms.

9. **Background Papers**

None.



Appendix One: Glossary of Terms

- Bisexual: someone who is attracted to people of the same gender and/or opposite gender.
- Gay: a man or woman who is attracted to people of the same gender.
- Heterosexual/straight: someone who is attracted to people of the opposite gender.
- Lesbian: a woman who is attracted to other women.
- Trans: someone whose assigned sex at birth differs to their psychological gender.
- Sexual orientation: the general attraction a person feels towards one sex or another (or both).

(Definitions taken from the Slough JSNA).

The term LGBT is often used to refer to people who identify as a minority sexuality or gender identity. It stands for lesbian, gay, bisexual, and transgender.

Other variations of this acronym are also used:

- LBGTQ: Lesbian, gay, bisexual, transgender and queer or questioning. Q may refer to either 'Queer' or 'Questioning'. Queer is sometimes used as an umbrella term for all sexual or gender minorities. Questioning refers to those people who are currently unsure about their sexuality and/or gender identity.
- LGBT+: Lesbian, gay, bisexual, transgender and plus. The plus here is an umbrella term to refer to other sexual or gender minorities.
- LGBTQ+ :Lesbian, gay, bisexual, transgender, queer/questioning and plus.
 The plus here is again an umbrella term to refer to other sexual or gender minorities.



SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 30th January 2020

CONTACT OFFICER: Jane Senior, Service Lead – Commissioning and

Transformation

(For all Enquiries) 07545 065 447

WARD(S): All

PART I FOR COMMENT & CONSIDERATION

ADULT SOCIAL CARE TRANSFORMATION PROGRAMME AND ADULT SOCIAL CARE IMPROVEMENT PROGRAMME

1. Purpose of Report

1.1 This report provides the Committee with an update on the Adult Social Care Transformation Programme (2015-2020) and information on the Adult Social Care Improvement Programme (2020-2021).

2. Recommendation(s)/Proposed Action

The Committee is requested to resolve:

- a) That the update on the Adult Social Care Transformation Programme (2015-2020) is noted.
- b) That information concerning the Adult Social Care Improvement Programme (2020-2021) is noted.

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

3a. Slough Joint Wellbeing Strategy Priorities

The Adult Social Care Transformation Programme and Adult Social Care Improvement Programme support the following priorities of the Wellbeing Strategy:

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

3b. Five Year Plan Outcomes

Outcome 2 ("Our people will become healthier and will manage their own health, care and support needs") and Outcome 3 ("Slough will be an attractive place where people choose to live, work and stay") of the Council's Five Year Plan are supported through the delivery of these programmes.

4. Other Implications

(a) <u>Financial</u>

Financial implications and impacts are considered in sections 5.1-5.2.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Manageme nt Matrix Score the risk	Future Controls
Financial risk – projected overspend	The Adult Social Care Budget is overspending due to demand, complexity of need and increasing prices.	ASC Improvement Plan in place.	5	Governed with fortnightly management meetings and ASC Improvement Programme Board established.
Financial risk – projected overspend	The Adult Social Care Budget is facing an overspend due to demand, complexity of need and increasing prices.	Reliance upon yearly agreed government funding that is due to end in March 2021.	4	Governed with fortnightly management meetings and ASC Programme Board established.
Financial risk – long term funding solution	£3.4M is currently provided by the NHS Improved Better Care Fund which is due to cease in March 2021.	Reliance on yearly agreed government funding. Commitment from government to increase spending for adult's and children's social care by £1bn each year until 2024. However, details have not been released at the present.	4	Liaison with ADASS, LGA and correspondence from MHCLG.

(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

The main impact of implementing the Adult Social Care Transformation Programme and Adult Social Care Improvement Programme apply to older people and people with disabilities and their carers, as this is the biggest demographic that forms our client base. The Adult Social Care Transformation Programme introduced a more personalised approach, focused on individual wellbeing, resulting in a broader person centred and asset based range of services being offered to people to meet their needs.

The main impacts of implementing the Adult Social Care Transformation Programme have been:

- 1. People being more in control of their care needs
- 2. People getting the services and support they need based on a person centred approach
- 3. People being supported to stay at home for longer
- 4. Fewer people being in crisis and needing admission to hospital or care home
- 5. People being supported to leave hospital on time and minimising unnecessary delays.
- 6. More targeted and universal prevention support provided by local community and voluntary sector identifying and supporting people at an earlier point

The Adult Social Care Improvement Programme will continue to deliver in these areas, whilst also implementing further improvements and managing expenditure in 20/21.

5. **Supporting information**

5.1 Adult Social Care Transformation Programme (2015-2020)

The Adult Social Care Programme was initiated in 2015 with the purpose of delivering a personalised, preventative and asset-based approach towards delivering Adult Social Care. It was envisaged that by implementing a planned programme of transformation, this would not only improve the wellbeing of individuals requiring care and support, but would also deliver significant savings within the context of reducing Council budgets. Savings in excess of £8M have been delivered to date, primarily through implementing the following initiatives:

Asset-based approach to social work

This has involved moving away from a "deficit" based 'assessment for services' model to one that focuses upon maximising all available resources, assets and skills available to people and families where they live. This is one of the core

principles in supporting the delivery of Outcome 2 and 3 of the Council's 5 year Plan.

Direct Payments

A direct payment provides choice and control to individuals in planning and purchasing their own care and support. Careful budgeting and planning by individuals in receipt of direct payments has resulted in lower expenditure on care and support costs for the Council.

Review Team

A multi-disciplinary review team was established in 2016. This ensured that care packages were reviewed and adjusted as necessary and individuals supported to increase independence within the home.

Continuing Health Care

The Council is working with East Berkshire CCG to take on the individual commissioning of CHC packages of care. This will enable better market oversight and management across East Berkshire, aligning with purchasing practice in Adult Social Care. Collaborative working between the Council and the CCG has taken place to ensure that CHC packages of care are appropriately funded.

Integrated Care Decision Making

The Integrated Care Decision Making (ICDM) programme is part of the Frimley Integrated Care System (ICS) and comprises four projects that are being replicated across the five ICS locality areas of which Slough is one. The ICDM model seeks to integrate health, social care and voluntary sector pathways to improve the delivery of services for people that are frail and those most likely to be admitted to a hospital or care home. Progress against projects is outlined below.

a) Hospital In-reach (Home First)

Following the learning from a pilot scheme established in 2018, a wider system approach was adopted to developing a discharge to assess process which has included the introduction of a Discharge Passport for people being transferred back to the community. This has been operational for a year and has been working well with positive outcomes for reducing delays and beds days spent in hospital.

b) Anticipatory Care Planning

Anticipatory Care Planning has been rolled out across all GP practices in the ICS and is successfully working to identify people who are frail and high users of primary care and hospital admission. This is now being embedded as business as usual and forms part of the new contracts between NHSE and GP practices.

c) Community Multi-disciplinary Teams (MDTs)

This is known locally as the 'cluster' meetings where cases are brought for discussion by a multidisciplinary team for integrated care planning and support. Better Care Fund has supported recruitment to additional posts to support and manage the process and additional case loads. This has now

become business as usual and is proving effective at reducing duplication and having a joint response.

d) Local Access Points

A project team is working to establish this MDT triage service locally in Slough and is due to launch at the end of January.

Early Intervention - 'Make Every Contact Count'

MECC is an approach to behaviour that uses day to day interactions between professionals and other individuals to support them in making positive change to their physical and mental wellbeing. This usually takes the form of opportunistic conversations to deliver healthy lifestyle messages.

MECC training was delivered in 2018-19 to over 200 staff, including 50% of library staff who have built MECC into their interaction with customers, appraisals and supervision processes. MECC has now transferred to Public Health where it has traditionally sat.

Co-production Network

A co-production network was established in Spring 2019 and is made up of local people with experience of health and social care services and professionals from Slough Borough Council Adult Social Care, Healthwatch and East Berkshire CCG. The Network meets on a bi-monthly basis and co-production is becoming embedded into our commissioning practice. Network members have been involved in a number of projects, including:

- Designing a new framework with Healthwatch for enter and view visits to care homes.
- Developing a new floating support service and selecting a new provider.
- Contributing towards the development of the Housing Strategy
- Successfully bidding to use the Open Doors shop on the high st for a monthly community forum.

The Network will also be involved in refreshing the Carers Strategy, reviewing the voluntary and community sector offer and commissioning a range of services within adult social care.

Adult Social Care –Improvement Programme

5.2 The government has nationally committed an additional £1bn funding for adults' and children's social care each year until 2024. Details of how the funding will be allocated has not yet been released. The long term funding for Adult Social Care remains uncertain, with cross-party talks to be initiated between now and the end of March 2020.

As at period 10 2019/20 Adult Social Care is projecting an overspend of approximately £1m. This stems from a number of factors:

- a) People staying longer in care homes
- b) Increasing levels and complexity of need especially for people already known to social care
- c) Provider inflation and price rate increases

d) National minimum living wage obligations

The Adult Social Care Improvement Programme will deliver the necessary reduction in spending during 2020/21 by continuing with current initiatives. It will also progress a suite of projects which by improving practice in particular areas will address the shortfall in funding.

Digital and Assistive Technology

This project will involve drawing upon innovative and emerging technology to support individuals to remain independent within their own homes for longer. Technology can be used to support individuals in a range of ways, including: helping people to maintain eating and drinking habits; helping people with reduced mobility or cognitive impairments to control heating and lighting through voice activation, as well as providing prompts for people to take medication. Assistive technology can also enable family members to unobtrusively monitor relatives if they are living at a distance from them and ensure that their needs are being met.

Create a Peripatetic Team

It is intended that the creation of an Adult Social Care peripatetic team will reduce the reliance upon agency staff to fill vacancies.

Disabled Facilities Grant

We will consider alternative models for managing the Disabled Facilities Grant to ensure greater reach and to support individuals to remain in their homes for longer. This will link across to the Digital and Assistive Technology offer.

Improve Access Contact and ASC Pathway

This project will support enhanced early intervention and prevention by improving initial contact with adult social care and ensuring easier access to the right team at the right time.

Remodelling provider services

This project involves reviewing the current offer with a view to delivering services to best meet current need.

Improving brokerage function

Ensure that all placements are made by the brokerage function in order to get the best quality provision at the best price.

Consolidation of teams

Teams will be consolidated where appropriate in order to deliver services more effectively and efficiently.

6. Comments of Other Committees

The comments from this report will be forwarded to the Health Scrutiny Panel for consideration and forward planning in 2020.

7. **Conclusion**

Long term funding uncertainties continue for Adult Social Care, with a need to further implement practice improvements in a number of areas outlined above.

Short term funding provides partial relief, but the continued growth in demand, people staying longer in care homes and the increasing complexity of the people that we support, staff are required to continually innovate and deliver practice improvements, whilst operating in an environment that is restrictive in terms of finances and resource.

8. Appendices Attached

None

9. **Background Papers**

Agenda papers and minutes, Overview and Scrutiny Committee, 11 April 2019



SLOUGH BOROUGH COUNCIL

REPORT TO: Overview and Scrutiny Committee

DATE: 30th January 2019

CONTACT OFFICER: Thomas Overend, Policy Insight Manager

(For all Enquiries) (01753) 875657

WARDS: All

PART I FOR CONSIDERATION & COMMENT

OVERVIEW AND SCRUTINY COMMITTEE - FORWARD WORK PROGRAMME 2019/20

1. Purpose of Report

For the Overview and Scrutiny Committee (OSC) to identify priorities and topics for its Work Programme for the 2019/20 municipal year.

2. Recommendations/Proposed Action

- 2.1 That the OSC:
 - 1) identify the major issues it would like to cover in the 2019/20 municipal year;
 - 2) agree, where possible, timing for specific agenda items during the 2019/20 municipal year; and
 - 3) 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 children will grow up to be happy, healthy and successful
 - Our people will be healthier and manage their own care needs
 - Slough will be an attractive place where people choose to live, work and stay
 - Our residents will live in good quality homes
 - Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

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 Following the restructure of the Strategy and Performance Service, Overview and Scrutiny will now be supported by all members of the Policy Insight Team - one Policy Insight Manager and three Policy Insight Analysts. The Policy Insight Manager will support the Overview and Scrutiny Committee, and each of the

other three scrutiny panels will be supported by one Policy Insight Analyst. However, scrutiny will only be one aspect of their work. 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 2019/20 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 2019/20 Municipal Year
- B Notification of Decisions 1 February to 30 April 2020



OVERVIEW AND SCRUTINY COMMITTEE WORK PROGRAMME 2019/2020

Meeting Date

12 March 2020

- Planning: performance, resourcing, customer insight and improvement programme
- Youth Engagement & Serious Youth Violence
- Five Year Plan Outcome 3 annual update "Slough will be an attractive place where people choose to live, work and stay"
- Five Year Plan Outcome 5 annual update "Slough will attract, retain and grow businesses and investment to provide opportunities for our residents"

16 April 2020

- Heathrow Economic Development Vision and Action Plan
- Q3 Performance and Projects
- Q3 Revenue and Capital financial updates
- Scrutiny Annual Report
- For information: Petitions Annual Summary

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NOTIFICATION OF DECISIONS

1 FEBRUARY 2020 TO 30 APRIL 2020

Date of Publication: 3rd January 2020

SLOUGH BOROUGH COUNCIL

NOTIFICATION OF DECISIONS

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

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions for February and March. The Notice of Key Decisions for Cabinet to be held on 20th January 2020 was published on 20th December 2019.

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

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

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

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

What will you find in the Notice?

For each decision, the plan will give:

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

Pao

What is a Key Decision?

An executive decision which is likely either:

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

Who will make the Decision?

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

The members of the Cabinet are as follows:

Leader of the Council - Regeneration & Strategy
 Councillor Swindlehurst

Deputy Leader – Governance & Customer Services Councillor Akram

Sustainable Transport & Environmental Services Councillor Anderson

Inclusive Growth & Skills
 Councillor Bains

Planning & Regulation
 Councillor Mann

Housing & Community Safety Councillor Nazir

Health & Wellbeing Councillor Pantelic
Children & Schools Councillor Carter

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

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at Observatory House, 25 Windsor Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: catherine.meek@slough.gov.uk. Copies will be available in the Borough's libraries and a copy will be published on Slough Borough Council's Website.

How can you have your say on Cabinet reports?

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

What about the Papers considered when the decision is made?

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

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

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

When will the decision come into force?

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

What about key decisions taken by officers?

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

Are there exceptions to the above arrangements?

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

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

Cabinet - 3rd February 2020

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
Revenue Financial Update - Quarter 3 2019/20 To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
Capital Financial Update- Quarter 3 2019/20 To receive an update on the capital programme for the third quarter of the year.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
To consider, and if agreed, to recommend to Council the refreshed Five Year Plan setting out the Council's strategic priorities.	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
Treasury Management Strategy 2020/21 To consider, and if agreed, to recommend to Council the Treasury Management Strategy for 2020/21.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S, 30/1/20	None		
Capital Strategy 2020-2025 To consider, and if agreed, to recommend to Council the Capital Strategy for the period between 2020-2025.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S, 30/1/20	None		

Revenue Budget 2020/2021 and MTFS 2020-2024 To consider, and if agreed, to recommend to Council the Revenue Budget 2020/21 and the Medium Term Financial Strategy 2020-2021.	R&S	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	O&S, 30/1/20	None	
Localities Strategy Update As agreed by the Cabinet in September 2019, to receive an update on the delivery of the Localities Strategy.	R&S	All	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	None	Yes, p3 LGA
Town Centre Regeneration Update and Transport Strategy To receive an update on town centre Regeneration including the Council's Paransport Strategy and Parking Strategy for the centre of Slough.	R&S	All	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	None	Yes p3 LGA
References from Overview & Scrutiny To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None	
Notification of Forthcoming Decisions To endorse the published Notification of Decisions.	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	

Cabinet - 16th March 2020

Item	Port- folio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
Equalities Update including Gender Pay Gap Report To receive the statutory equalities report for the Council and the annual report on the authority's Gender Pay Gap for 2019/20.	Bain s	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None		
Performance & Projects Report, Quarter 3 2019/20 To receive a report on the progress against the Council's performance indicators, priorities and key projects for the period Detween October to December 2019.	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	O&S, 16/4/20	None		
To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
Notification of Forthcoming Decisions To endorse the published Notification of Decisions.	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

Cabinet - 20th April 2020

Item Port- Ward Priority folio	Contact Officer Other Committee	Background Documents	New Item	Likely to be Part II
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SUR Partnership Business Plan 2020/21 To approve the Slough Urban Renewal Partnership Business Plan for 2020/21.	R&S	All	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	V	Yes, p3 LGA
Contracts in Excess of £180,000 in 2020/21 To approve the commencement of tendering for contracts in excess of £180,000 in 2020/21 and to note any exemptions to competitive tendering.	G&C	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	V	
References from Overview & Scrutiny To consider any recommendations from the Overview & Scrutiny Committee and the Scrutiny Panels.	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None	V	
Notification of Forthcoming Decisions To endorse the published Notification of Decisions.	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	V	

AGENDA ITEM 10

MEMBERS' ATTENDANCE RECORD 2019/20 OVERVIEW AND SCRUTINY COMMITTEE

COUNCILLOR	13/06/19	11/07/19	12/09/19	14/11/19	09/01/20	30/01/20	12/03/20	16/04/20
Basra	P	Ар	P*	Р	Ар			
		-	(6:50pm)					
Dhaliwal	Р	Р	Р	Р	Ар			
Gahir	Р	Р	Ар	Р	Р			
Hulme	Р	Р	Р	Р	P* (7:20pm)			
**Matloob				Р	Р			
D Parmar	Р	Р	Р	Р	Р			
S Parmar	Р	Р	Р	Р	Р			
Sarfraz	Р	Р	Р	Ар	Р			
R Sandhu	Р	Р	Ар	Р	Р			
*Sharif	Р	Ab	Ab					

P = Present for whole meeting P^* = Present for part of meeting Ap = Apologies given

Ab = Absent, no apologies given

^{*}Councillor Sharif no longer a Member of the Committee from 26th September 2019.

^{**} Councillor Matloob appointed to the Committee from 26th September 2019.

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