

Date of issue: Wednesday, 25 January 2023

<b>MEETING:</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors Gahir (Chair), Matloob (Vice Chair), Akbar, Bal, Basra, P. Bedi, Kaur, M. Malik and S. Malik)
<b>DATE AND TIME:</b>	THURSDAY, 2ND FEBRUARY, 2023 AT 6.30 PM
<b>VENUE:</b>	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	NICHOLAS PONTONE 07749 709 868

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



**STEPHEN BROWN**  
Chief Executive

AGENDA

PART I

<u>AGENDA</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 Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 9 and Appendix B of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.*



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Minutes of the Last Meeting held on 1st December 2022	1 - 8	-
<b>SCRUTINY ISSUES</b>			
3.	Member Questions  <i>(An opportunity for Committee Members to ask questions of the relevant Director/Associate Director, relating to pertinent, topical issues affecting their Directorate – maximum of 10 minutes allocated).</i>	-	-
4.	Budget Proposals 2023/24 <ul style="list-style-type: none"> <li>• Strategy &amp; Transformation</li> <li>• Finance &amp; Commercial (with cross council savings and final summary)</li> <li>• EIA appendix</li> <li>• Capital Programme</li> </ul>	9 - 88	All
5.	Task & Finish Group Report - Review of Contract Management	89 - 110	All
<b>MATTERS FOR INFORMATION</b>			
6.	Attendance Record	111 - 112	-
7.	Date of Next Meeting - 15th February 2023 (Ext.)	-	-

**Press and Public**

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

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

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

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

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**Overview & Scrutiny Committee – Meeting held on Thursday, 1st December, 2022.**

**Present:-** Councillors Gahir (Chair), Matloob (Vice-Chair), Akbar, Bal, Basra, P. Bedi, Kaur, M. Malik and S. Malik

**Apologies for Absence:-** None

**PART I**

**22. Declarations of Interest**

Councillor Bal declared that his daughters worked for Slough Borough Council. He remained and participated in the meeting.

**23. Minutes of the Last Meeting held on 17th November 2022**

**Resolved** - That the minutes of the meeting held on 17<sup>th</sup> November 2022 be approved as a correct record.

**24. Member Questions**

No Member Questions had been submitted.

**25. Financial Overview**

The Director of Finance provided an overview of the financial context facing the Council and reminded the Committee that the focus of scrutiny at this stage was to consider and comment on the specific budget proposals.

The Council issued a Section 114 Notice in July 2021 and the problem at that stage was estimated at £174m. To address this the Council agreed a financial strategy which included the sale of assets to reduce borrowings and thus reduce the minimum revenue provision/interest costs, reduce net revenue expenditure and restructure of the finance team to provide a sustainable service going forward.

The Council sought support from the Department for Levelling UP, Housing and Communities (DLUHC) and a capitalisation direction (CD) was agreed at £307m. The problem had grown from the original estimate of £174m (as it was advised it would) to potentially £782m and based on current assumptions and the outcome of the ongoing work now stood at c£369m. The main cause of the CD requirement was the level of borrowing by the Council without making any budgetary provision for principal repayments with £40k earmarked in 20/21 which should have been c£15m.

Linked to this was the short term borrowing from other Councils when rates were cheaper and Councils were willing to lend to Slough. However, all of the Councils who had lent to Slough were requesting that their loans be repaid

## Overview & Scrutiny Committee - 01.12.22

and £266m had to be repaid by September 2023. It was noted that the Council's strategy was to sell assets and if successful would generate c£200m in the current financial year and £60m in 2023/24.

In addition to the borrowing, a range of other issues had been identified including the fact that the Council had no accounts since 2017/18. The original 2018/19 accounts had been extensively revised and resubmitted and were currently undergoing audit. The 2019/20 accounts had also been prepared and submitted to external audit. Due to a lack of accounting records it was highly likely the Council would receive a very adverse audit report for 2018/19. To address matters going forward, the Council had restructured its finance service with recruitment underway.

An outline of the key points from the Chancellor's Autumn Statement which affected local authorities were highlighted and included Adult Social Care charging reforms delayed by two years and the possibility of increasing council tax by 4.99% in each of the next two years. The impact of inflation was also brought to Members attention and rising energy costs.

The projection of interest rates had real significance for the Council given its level of debt. Asset sales were key to reduce borrowing and hence minimise the impact of inflation on the Council's budget. The projection of asset sales anticipated over 2022/23 and 2023/24 were critical to the recovery of the council's finances and it was imperative that these were achieved.

The Committee had a wide ranging discussion and asked a number of questions which included –

- *A number of the savings agreed for the current year had not been delivered. The half year budget monitor for 2022/23 projected a shortfall of £4.3m from the £20m savings required. What specific measures had been put in place to strengthen the process to make sure next year's savings could be delivered?* All savings had been reviewed and equality impact assessments made. Regular financial monitoring reports were received and tight management and ownership of issues by each directorate to deliver the savings identified was essential.
- *What had been the major barriers to the delivery of this year's savings and were these due to a lack of skills and capacity to deliver them?* It was explained that the impact of external national factors had had an impact which included the impact of inflation and energy costs. Challenges remained within Slough Children First (SCF) where there continued to be an overspend. Colleagues in SCF were being assisted with the delivery of finance and programme management training. Exploring alternative methods of service delivery, eg the Digital Transformation Programme, would be key in meeting the savings targets.
- *Impact of savings on delivery of front line services? Other income apart from council tax and assets?* Other income streams to the Council

## Overview & Scrutiny Committee - 01.12.22

included business rates and fees and charges. Given the scale of the savings required there would inevitably be an impact on frontline services and moving forward these would need to be delivered in a more targeted method. A Member asked about the affordability of senior roles and was informed that the Council needed to invest in these key roles in order to achieve savings.

- *Energy costs: Energy had been pre-purchased for this winter but was the Council exposed to risk if prices remained higher for longer than was expected.* The Executive Director, Place and Communities reminded the Committee that the Council currently had a contract for fixed energy prices until March 2023, following which professional advice would be sought to secure the best deal possible.
- *Measures taken to mitigate risk of lack of financial records in future and avoid similar situation?* The Director of Finance stated that there was a new finance team in place and records maintained, showing clear evidence trail of decisions taken. It was important that lessons had been learnt from previous working practices to avoid the authority finding itself in a similar position in the future.
- *Sale of assets – method used to determine sales.* External Consultants had been appointed to work in conjunction with the relevant Executive Director to identify assets that could be sold. It was noted that a number of out of borough assets had been sold and monies received would be used to repay funds borrowed from other local authorities.
- *Concern regarding what Slough would look like in the future given the scale of savings required.* Members were informed that this was an opportunity for the Council to transform and deliver services in a much more streamlined approach.
- *Investigate possibility of shared services with other local authorities and/or partner agencies?* It was noted that partnership working already existed in some areas of the Council and joint commissioning of services in adult services was cited as an example. Whilst other services could be looked at it, it was explained that this required an immense amount of work to establish and was not considered feasible for the Council at this point in time.
- *Whether the levels of debt were likely to change and when the 2018/19 accounts would be completed.* The Committee was informed that financial figures provided were an estimate at that point in time and likely to change. It was anticipated that the 2018/19 accounts would be ready by early 2023.

**Resolved** – That details of the Financial Overview be noted.

## Overview & Scrutiny Committee - 01.12.22

### 26. Chief Operating Officer directorate 2023/24 budget proposals

The Committee received an overview of the latest 2022/23 budgetary position for the Chief Operating Officer directorate. As at September 2022 the directorate had a net budget of £20.261m, comprising of a gross controlled expenditure budget of £23.757m and a gross income budget of £3.496m. As part of the budget for 22/23, the directorate set a savings target of £1.772m. The Chief Operating Officer reported that the forecast outturn for 2022/23 was an underspend of £1.366m which had been achieved primarily through holding staff vacancies and that the directorate was proposing £1.55m of savings towards the Council's overall target for 23/24 for review by the Committee.

Members were reminded of the emerging issues during 22/23, which included challenges relating to IT and HR support services and mitigations put in place to address these were highlighted.

Key issues anticipated for 23/24 included -

- Continuous necessity to find savings within an already challenged budget envelope while stabilising and improving services
- Increasing cost of services, products and components. Costs are expected to keep climbing rapidly well into next financial year
- Challenge in recruiting skilled permanent staff and not having to employ interim staff
- Expectation on services to deliver higher standards of service with reducing resources
- Competing with London Boroughs for skilled staff as the grading of SBC is lower in comparison
- Ongoing customer dissatisfaction / reputation damage as the council continues to resolve the current financial resources

Savings proposals that had been put forward for delivery to contribute towards the 2023/24 budget target were identified as -

*Business administration, staffing and other budgets - £0.150m* - combination of initiatives consisting of reduction in staff, cessation of some corporate outdoor events and the Slough citizen newspaper for residents.

*IT Contract Savings - £0.505m* - various initiatives including termination and / or reduction in licences and re-procurement of some IT contracts at lower cost.

*Vacancy Factor- £0.500m* - combination of initiatives consisting of reduction in staff, ongoing assessment of structures, reduction in telephony as a substitute for cutting staffing budget.



## Overview & Scrutiny Committee - 01.12.22

It was noted that none of the above proposals required public consultation, although internal staff consultations would be carried out as necessary.

A Member asked whether the 6% savings target identified could be improved. It was explained that although the target was developed prior to the Chief Operating Officer joining the Council, work would continue to identify further savings.

Concern was expressed whether it was feasible to deliver high level services with less resources. The Committee was informed that many services could be delivered through self-service and this approach was one that had been adopted by a number of local authorities. It was brought to Members attention that efficiency savings had been made in IT with no loss in quality of service experienced by users. Responding to why IT efficiency savings had not been implemented earlier, the Chief Operating Officer stated that whilst she was unable to comment specifically on previous work practices, the Chief Digital Transformation Officer had recently taken post and would continue to look at identifying and implementing efficiency savings.

Referring to proposed budget savings relating to vacancy factor, a Member queried the impact this would have on the currently understaffed fraud team. The Director of Finance explained that whilst the team were not understaffed, an assessment of the team was being undertaken by CIPFA, the findings of which would be reported to the Audit and Corporate Governance Committee in March 2023.

A Member asked as to what provisions would be put in place to ensure community engagement continued to take place given that funding for corporate community events had been identified as a savings proposal. The Chief Operating Officer explained that rather than focussing on specific key community events the Council would be seeking to have continuous improved dialogue with communities. It was brought to Members attention that discussions were also on-going with the LGA to carry out resident research which would assist in developing a Community Engagement Strategy.

In response to what measures were in place to ensure that the Council maintained information/transfer of knowledge following the departure of interim staff, it was noted that there was an expectancy that this would be achieved via handover meetings and ensuring that records of relevant information was maintained across the whole council.

Clarification on the timeframe for implementation of the savings identified was sought. The Chief Operating Officer explained that savings identified would be taken out of the budget prior to the next financial year ie 31 March 2023. It was agreed that information regarding the timeline for conducting the Equality Impact Assessments would be circulated to Committee Members.

The Chair commended officers for the work that been carried out relating to the efficiencies that had been identified and recommended that the officers

## Overview & Scrutiny Committee - 01.12.22

identify poor practise within all directorates and replicate the success achieved within the Chief Operating Officer directorate.

### Resolved –

- a) That the budget proposals for the Chief Operating Officer directorate 2023/24, as set out in the report, be noted.
- b) That poor practise within all directorates be identified with a view of replicating the target savings success achieved within the Chief Operating Officer directorate.

## 27. Finance & Commercial directorate 2023/24 budget proposals

The Director of Finance introduced details of the report, outlining the finance and commercial directorate budget proposals for 2023/24. The Directorate had a 2022/23 budget (as at September 2022) of a net £8.787m, comprised of a gross controlled expenditure budget of £24.891m and a gross income budget of £16.104m. Savings targets for the directorate were £1.051m and it was currently projected that this would be achieved. It was noted that the forecast outturn for 22/23 as at September 2022 was an underspend of £0.143m.

Members were reminded that it would take at least five years to resolve all financial issues within the Council but this was also dependant on a number of other factors, including achieving asset sales at the estimated price, dealing with the local government financial settlement, cost pressures due to interest rates and energy costs and transitioning from current interim staffed service to permanent staff (with minimum disruption) and attracting skilled personnel on a permanent basis.

Details of the £3.143m savings proposed by the directorate to contribute towards the Council's overall target for 23/24 were as set out in the report, namely:

- Staffing reduction - Fraud department - reduction by 0.2 FTE of one post
- Increased tax base and collection rate £0.917m - Increase council tax base rate by 2% and collection rate by 0.1% in 2023/24
- Reduction in Audit Fee and Other Initiatives £0.400m - Expected reduction in audit fees due to catch up in accounts and resolution of past audit issues; use of duplicate payments system and the recovery of costs from other external bodies
- Single Person Discount £0.350m - Proactive Single Person Discount monitoring through implementation of an effective and robust process to prevent / reduce fraudulent claims and to ensure inaccurate claims or unreported changes are identified at the earliest possible
- Pension Contributions discount £0.350m - Proposal of early payment of pension contributions which attracts a discount of 2.6% per annum
- Vacancy Factor £0.299m - Application of a vacancy factor against staffing budget across the directorate

## Overview & Scrutiny Committee - 01.12.22

- Efficient working practices in Revenues and Benefits £0.440m - Improved processes and controls in order that overtime is no longer needed to be charged and vacant posts can be removed from the hierarchy structure.
- Budgeted Overhead Cleanse £0.375m - By means of unutilised budget arising from efficiencies over the course of time.

It was noted that the proposals outlined did not require any public consultation as they related to internal processes within the Council.

Noting that there was a relatively new finance team in place, the Chair asked how risks during this critical period were being managed, given that there were a number of interim staff in key roles who could leave at short notice. Members were informed that the recruitment process to appoint a permanent Executive Director of Finance and two deputies was underway and it was anticipated that the post-holders would be in post early 2023 and that this would assist with the transition period prior to interim staff leaving by the end on March 2023. It was acknowledged that although there would be a degree of impact when current interim staff left the authority, the Council was in a much better position than it was two years prior and the impact would be manageable.

A Member asked if the proposed 0.1% increase in the collection target rates for 23/24 - to an overall figure of 98.3% - was realistic and achievable and if so, whether this could be further increased. The Committee was informed that the target rate was achievable and that whilst it was probable that this could be exceeded, it would not be set any higher in case it was not met.

The majority of savings were dependant on improved infrastructure systems and it was queried whether the Council had the capacity to achieve these. The Director of Finance explained that the Finance Action Plan clearly set out the timeframe for implementation and that processes had already been improved, citing the delivery of the energy grants a month prior to the deadline.

**Resolved** - That details of the Finance and Commercial directorate 2023/24 budget proposals be noted.

### 28. **Members' Attendance Record**

**Resolved** – That the Members attendance record be noted.

### 29. **Date of Next Meeting - 12th January 2023**

The date of the next meeting was confirmed as 12<sup>th</sup> January 2023.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 8.07 pm)

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# **BUDGET SCRUTINY 2023/24 STRATEGY & TRANSFORMATION DIRECTORATE**

**2 FEBRUARY 2023**

## OVERVIEW

- In December 2022, the Strategy & Transformation (previously Chief Operating Officer) Directorate presented a combined total value of savings for financial year 2023/24 of **£1.155m**.
- Following continued efforts to build upon these, the Directorate has subsequently identified a further **£0.668m** of savings to add to the above.
- Thus the total position for the Directorate in respect of 2023/24 savings is now **£1.823m**
- The following slides set out further detail on the additional savings identified since December's scrutiny sessions
- EIAs have been prepared and made available in respect of all proposals

## **2023/24 – BUDGET SAVINGS PROPOSALS**

The following savings proposals have been put forward for delivery to further contribute towards the 2023/24 budget target:

### **Reduction in services and efficiencies – RES-2324-53 - £0.668m**

- Number of initiatives through reconsideration of operations that will drive efficiencies and reduce financial activity.

The Directorate has also put forward proposals for price increases as part of the Fees and Charges report which went to Cabinet on 16 January, details of which can be found within [the report](#).

## 2023/24 – BUDGET PROPOSALS SUMMARY

Ref. No.	Saving title	2023/24 Saving (£m)
	<b>TOTAL VALUE OF PROPOSALS PRESENTED IN DEC 2022</b>	<b>1.155</b>
RES-2324-53	Reduction in Services and efficiencies	0.668
	<b>UPDATED TOTAL VALUE OF 2023/24 SAVINGS</b>	<b>1.823</b>



# CONSULTATION

No further consultations required

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# **BUDGET SCRUTINY 2023/24 FINANCE & COMMERCIAL DIRECTORATE**

**2 FEBRUARY 2023**

## OVERVIEW

- In December 2022, the Finance & Commercial Directorate presented a combined total value of savings for financial year 2023/24 of **£3.143m**.
- Following continued efforts to build upon these, the Directorate has subsequently identified a further **£4.363m** of savings to add to the above.
- Thus the total position for the Directorate in respect of 2023/24 savings is now **£7.506m**
- In addition to the proposals from Finance & Commercial, three cross-council savings proposals have been put forward amounting to a further **£2.150m**
- The following slides set out further detail on the additional savings identified since December's scrutiny sessions
- EIAs have been prepared and made available in respect of all proposals

## **2023/24 – BUDGET SAVINGS PROPOSALS –** **FINANCE & COMMERCIAL**

The following savings proposals have been put forward for delivery to further contribute towards the 2023/24 budget target:

### **Revenues & Benefits Agency savings – RES-2324-51 – £0.450m**

- Combination of initiatives through a restructure and procurement of interim staff from a different framework

### **Minimum Revenue Provision (MRP) – RES-2324-58 – £3.500m**

- MRP is a statutory revenue charge applied to fund capital expenditure. The asset disposal programme is ahead of schedule and this has led to a reprofiled and reduced MRP charge for 2023/24. In turn, this contributes towards closing the savings gap in 2023/24.

### **Budgeted Overhead Cleanse – RES-2324-48 – £0.788m increase of £0.413m from last reported savings**

- By means of unutilised budget arising from efficiencies over the course of time

The Directorate has also put forward proposals for price increases as part of the Fees and Charges report which went to Cabinet on 16 January, details of which can be found within [the report](#).

## 2023/24 – BUDGET PROPOSALS SUMMARY – FINANCE & COMMERCIAL

Ref. No.	Saving title	2023/24 Saving (£m)
	<b>TOTAL VALUE OF PROPOSALS PRESENTED IN DEC 2022</b>	<b>3.143</b>
RES-2324-51	Revenues & Benefits Agency Savings	0.450
RES-2324-58	Minimum Revenue Provision	3.500
RES-2324-48	Budgeted overhead cleanse (increase in savings from last reported)	0.413
	<b>UPDATED TOTAL VALUE OF 2023/24 SAVINGS</b>	<b>7.506</b>

## **2023/24 – BUDGET SAVINGS PROPOSALS –** **CROSS-COUNCIL**

The following savings proposals have been put forward for delivery to further contribute towards the 2023/24 budget target:

### **Fees and Charges increases – X-2324-26 – £0.900m**

- A [report](#) went to Cabinet in December for approval, setting out in detail the schedule of proposed increases across a wide range of fees and charges. Each of the directorates have contributed towards this and would be able to respond to queries on any specifics within the schedule.

### **Review of strategic Commissioning – X-2324-54 – £0.750m**

- A review of strategic commissioning to both reduce costs and make better use of resources to deliver outcomes through improved commissioning practice.

### **Support Services – X-2324-57 – £0.500m**

- Savings from merging SCF and Council back office services. SCF spends c£1.3m on these services which when merged would mean duplication of activity. Efficiencies can be made through holding vacancies and eliminating unnecessary work through a shared approach and vision

## 2023/24 – BUDGET PROPOSALS SUMMARY – CROSS-COUNCIL

Ref. No.	Saving title	2023/24 Saving (£m)
X-2324-26	Fees and charges increases	0.900
X-2324-54	Strategic Commissioning *	0.750
X-2324-57	Support Services	0.500
	<b>UPDATED TOTAL VALUE OF 2023/24 SAVINGS</b>	<b>2.150</b>

\*The savings marked with an asterisk have been assessed to require a full EIA



# CONSULTATION

No further consultations required

## 2023/24 – OVERALL SUMMARY

Presentation Date	Directorate	2023/24 Saving (£m)
1/12/2022	COO (Now Strategy & Transformation)	1.155
1/12/2022	Finance & Commercial	3.143
7/12/2022	Place including Housing & Property	3.823
15/12/2022	Adults	4.962
31/1/2023	Adults	0.726
31/1/2023	Children's Services	0.805
1/2/2023	Place & Communities	0.505
1/2/2023	Housing & Property	0.200
2/2/2023	Strategy & Transformation	0.668
2/2/2023	Finance & Commercial	4.363
2/2/2023	Cross-Council	2.150
	<b>TOTAL GENERAL FUND SAVINGS 2023/24</b>	<b>22.500</b>
31/1/2023	Slough Children First	1.140

**Consolidated Pack of EIAs  
Budget Savings 2023/24  
Scrutiny Meeting 2/2/2023**

The following pages contain the EIA assessments of the proposals being put forward in respect of the additional savings for Strategy & Transformation, Finance & Commercial and other Cross-Council savings. Below is an index of each proposal and the pages on which the EIA for each proposal appears.

<b>Proposal reference</b>	<b>Proposal name</b>	<b>Page number</b>
RES-2324-53	Reduction in Services and Efficiencies (S&T)	2 – 8
RES-2324-51	Revenues & Benefits Agency Savings (F&C)	9 – 15
RES-2324-58	Minimum Revenue Provision (F&C)	16 - 22
X-2324-26	Fees & Charges (Cross-council)	23 – 29
X-2324-54	Review of Strategic Commissioning (Cross-council)	30 – 36
X-2324-57	Support Services (Cross-council)	37 – 43
	RAG rating guide	44

## EQUALITY IMPACT ASSESSMENT TEMPLATE

Completing an EIA is the simplest way to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the earliest stages of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision.

### SUMMARY RAG RATING

<p>The outcome of this EIA has been assessed to be:</p> <p>(delete as applicable – see Appendix A)</p>	
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### SECTION 1:

<b>Title</b>	Reduction in services and efficiencies – Strategy & Transformation directorate
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	Directorate wide savings
Date sent to Finance	18 Jan 2023
Version number and date of update	001

**SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?**

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

2.1	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>														
	<table border="1"> <tr> <td data-bbox="507 819 938 965">How many people use the service currently? What is this as a % of Slough's population?</td> <td data-bbox="946 819 1481 965"></td> </tr> <tr> <td data-bbox="507 976 938 1055">Gender</td> <td data-bbox="946 976 1481 1055"></td> </tr> <tr> <td data-bbox="507 1066 938 1144">Race</td> <td data-bbox="946 1066 1481 1144"></td> </tr> <tr> <td data-bbox="507 1155 938 1234">Disability</td> <td data-bbox="946 1155 1481 1234"></td> </tr> <tr> <td data-bbox="507 1245 938 1323">Sexual orientation</td> <td data-bbox="946 1245 1481 1323"></td> </tr> <tr> <td data-bbox="507 1335 938 1413">Age</td> <td data-bbox="946 1335 1481 1413"></td> </tr> <tr> <td data-bbox="507 1424 938 1503">Religion or belief</td> <td data-bbox="946 1424 1481 1503"></td> </tr> </table>	How many people use the service currently? What is this as a % of Slough's population?		Gender		Race		Disability		Sexual orientation		Age		Religion or belief	
How many people use the service currently? What is this as a % of Slough's population?															
Gender															
Race															
Disability															
Sexual orientation															
Age															
Religion or belief															
<p><b>2.2 Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</b></p>	<p>Corporate services support the whole council and deliver the universal front door in person and the phone and online so all the council's residents are potentially impacted by changes.</p> <p>Final planning needs to take place and so it is not possible to say whether a full EIA needs to take place at this time</p>														

**2.3 Are there any groups with protected characteristics that are underrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.**

**2.4 Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?**

	None	Positive	Negative	Not sure
Men or women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled <sup>1</sup> people (consider different types of physical, learning or mental disabilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups (consider in particular children, under 21s and over 65s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are intending to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact due to pregnancy/ maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular faiths and beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.**

<sup>1</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

2.5	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
2.6	<b>Provide brief reasons on how have you come to this decision?</b>
	<b>At this stage the proposals are still being finalised and so consideration of a full EIA will need to take place at a later date.</b>

**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What , if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men							
	Women							
Race	White							
	Mixed/Multiple ethnic groups							
	Asian/Asian British							
	Black/African/Caribbean/ Black British							
	Gypsies / travellers							
	Other ethnic group							
Disability	Physical							
	Sensory							
	Learning Difficulties							
	Learning Disabilities							
	Mental Health							



Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual							
<b>Age</b>	Older people (50+)							
	Younger people (16 - 25)							
<b>Gender Reassignment</b>								
<b>Impact due to pregnancy/maternity</b>								
<b>Groups with particular faiths and beliefs</b>								
<b>People on low incomes</b>								

**SECTION 4: ACTION PLAN**

**4.1** Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

*Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.*

**NB. Add any additional rows, if required.**

Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
<i>Enter additional rows if required</i>						

## EQUALITY IMPACT ASSESSMENT TEMPLATE

### PLEASE ENSURE YOU READ THE GUIDANCE NOTES BEFORE COMPLETING THIS TEMPLATE

Completing an EIA is the simplest way to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the earliest stages of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision.

### SUMMARY RAG RATING

<p>The outcome of this EIA has been assessed to be:</p> <p>(delete as applicable – see Appendix A)</p>	
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### SECTION 1:

<b>Title</b>	<p><b>RES-2324-51</b></p> <p><b>Agency Savings</b></p>
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	<p>A saving of £450k is deemed to be feasible through the move to provide agency resources processing Revenues and Benefits through the Tower Hamlet’s Framework rather than through Matrix from 1 April 2023, and the reduction in overall agency resources from 1 October 2023 due to the new permanent structure being in place.</p>
<p>Details of the lead person completing the screening/EIA</p>	<p>(i) <b>Full Name:</b> Andy Jeffs</p> <p>(ii) <b>Position:</b> Interim Head of Transactions - Revenues, Benefits and Charges</p> <p>(iii) <b>Service Area:</b> Finance</p> <p>(iv) <b>Email Contact Details:</b> andy.jeffs@slough.gov.uk</p> <p>(v) <b>Date:</b> 29/11/2022</p>
<p>Date sent to Finance</p>	<p>November 2022</p>
<p>Version number and date of update</p>	<p>V1</p>
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	

**SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?**

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

<b>2.1</b>	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li>• <i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li>• <i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>																																
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 45%;"><b>Equality Characteristic</b></th> <th style="width: 25%;"><b>Current or expected make up of service users</b></th> <th style="width: 30%;"><b>Over-represented or Under-represented relative to overall size in local population?</b></th> </tr> </thead> <tbody> <tr> <td>Gender</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Ethnicity</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Disability</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Sexual orientation</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Age</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Religion or belief</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Gender Identity</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Pregnancy/Maternity</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>Marriage/Civil Partnership</td> <td>N/A</td> <td>N/A</td> </tr> </tbody> </table>			<b>Equality Characteristic</b>	<b>Current or expected make up of service users</b>	<b>Over-represented or Under-represented relative to overall size in local population?</b>	Gender	N/A	N/A	Ethnicity	N/A	N/A	Disability	N/A	N/A	Sexual orientation	N/A	N/A	Age	N/A	N/A	Religion or belief	N/A	N/A	Gender Identity	N/A	N/A	Pregnancy/Maternity	N/A	N/A	Marriage/Civil Partnership	N/A	N/A
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Ethnicity	N/A	N/A																															
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Gender Identity	N/A	N/A																															
Pregnancy/Maternity	N/A	N/A																															
Marriage/Civil Partnership	N/A	N/A																															

<p><b>2.2 Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</b></p>	<p>No. There is no service to external customers, whether residents or businesses, which will be reduced or affected in any way as a consequence of this action.</p>			
<p><b>2.3 Are there any groups with protected characteristics that are underrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</b></p>	<p>No, see 2.2 above</p>			
<p><b>2.4 Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?</b></p>				
	<p><b>None</b></p>	<p><b>Positive</b></p>	<p><b>Negative</b></p>	<p><b>Not sure</b></p>
<p>Men or women</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>Disabled<sup>2</sup> people (consider different types of physical, learning or mental disabilities)</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>People of particular sexual orientation/s</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>People in particular age groups (consider in particular children, under 21s and over 65s)</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>People who are intending to undergo, are undergoing or have undergone a process or part of a process of gender reassignment</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>
<p>Impact due to pregnancy/ maternity</p>	<p><input checked="" type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>	<p><input type="checkbox"/></p>

<sup>2</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

People of particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.**

<b>2.5</b>	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>2.6</b>	<b>Provide brief reasons on how have you come to this decision?</b>
	There are no impacts on any residents or service users, whether of a protected characteristic or not, as a result of this proposed saving.

**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What, if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men							
	Women							
Race	White							
	Mixed/Multiple ethnic groups							
	Asian/Asian British							
	Black/African/Caribbean/Black British							
	Gypsies / travellers							
	Other ethnic group							
Disability	Physical							
	Sensory							
	Learning Difficulties							
	Learning Disabilities							
	Mental Health							

Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual							
<b>Age</b>	Older people (50+)							
	Younger people (16 - 25)							
<b>Gender Reassignment</b>								
<b>Impact due to pregnancy/maternity</b>								
<b>Groups with particular faiths and beliefs</b>								
<b>People on low incomes</b>								



**SECTION 4: ACTION PLAN**

**4.1** Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

*Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.*

**NB. Add any additional rows, if required.**

Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
<i>Enter additional rows if required</i>						

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## EQUALITY IMPACT ASSESSMENT TEMPLATE

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Completing an EIA is the simplest way to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the earliest stages of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision.

### SUMMARY RAG RATING

<p>The outcome of this EIA has been assessed to be:</p> <p>(delete as applicable – see Appendix A)</p>	
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### SECTION 1:

<b>Title</b>	<b>RES-2324-58</b> MRP saving
What are you analysing? <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	Treasury Management Strategy  The Council as a whole  Reduction of £5.500m in MRP for 2023/24 compared with estimate at August 2022
Details of the lead person completing the screening/EIA	(vi) Full Name: Peter Worth  (vii) Position: Finance Lead Technical Advisor  (viii) Service Area: Corporate Finance  (ix) Email Contact Details: peter.worth@slough.gov.uk  (x) Date: 25/1/23
Date sent to Finance	25/1/2
Version number and date of update	Version 1 as at 25/1/23
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	

**SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?**

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

2.1	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>																																
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Pregnancy/Maternity	N/A	N/A																															
Marriage/Civil Partnership	N/A	N/A																															

<p><b>2.2</b> Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</i></p>	N/A			
<p><b>2.3</b> Are there any groups with protected characteristics that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	N/A			
<p><b>2.4</b> Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?</p>				
	None	Positive	Negative	Not sure
Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled <sup>3</sup> people (consider different types of physical, learning or mental disabilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups (consider in particular children, under 21s and over 65s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are intending to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact due to pregnancy/ maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<sup>3</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

People of particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes*	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**\*People with in some equality groups are more likely to be on low incomes ( e.g. single parents ( mainly women), people with disabilities, some ethnic minority groups etc). This is especially important when you are looking at fees, charges and access to services.**

**If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.**

<b>2.5</b>	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>2.6</b>	<b>Provide brief reasons on how you have come to this decision?</b>
	This is purely a financial issue relating to the calculation of the amount to be charged to council tax for debt charges. It has no direct impact on the delivery of services.

**If the answer in 2.5 above is “No” then sections 3 and 4 are not required to be completed.**

**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What , if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men							
	Women							
Race	White							
	Mixed/Multiple ethnic groups							
	Asian/Asian British							
	Black/African/Caribbean/ Black British							
	Gypsies / travellers							
	Other ethnic group							
Disability	Physical							
	Sensory							
	Learning Difficulties							
	Learning Disabilities							
	Mental Health							

Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual							
<b>Age</b>	Older people (50+)							
	Younger people (16 - 25)							
	Children (under 16 )							
<b>Gender Reassignment</b>								
<b>Impact due to pregnancy/maternity</b>								
<b>Groups with particular faiths and beliefs</b>								
<b>People on low incomes</b>								

**SECTION 4: ACTION PLAN**

**4.1** Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

*Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.*

**NB. Add any additional rows, if required.**

Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
<i>Enter additional rows if required</i>						



## EQUALITY IMPACT ASSESSMENT TEMPLATE

### PLEASE ENSURE YOU READ THE GUIDANCE NOTES BEFORE COMPLETING THIS TEMPLATE

Completing an EIA is the simplest way to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the earliest stages of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision.

### SUMMARY RAG RATING

<p>The outcome of this EIA has been assessed to be:</p> <p>(delete as applicable – see Appendix A)</p>	
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### SECTION 1:

<b>Title</b>	Fees and Charges increase
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	<p>The Council's financial situation has been well documented recently and significant savings need to be delivered in order to bring the council back to financial stability. This is not restricted to reductions in expenditure as the council also has the ability to raise income. This is an important dynamic to the Council's budget as it needs to be able to cover the cost base needed to deliver the services for which fees and charges are raised, and this cost base is increasing each year due to inflationary pressures.</p> <p>It is anticipated that the exercise will generate a saving in the region of £0.9m across all areas in which the council has control in setting fees and charges.</p>
<p>Details of the lead person completing the screening/EIA</p>	<p>(i) Full Name: Steve Muldoon</p> <p>(ii) Position: Deputy Director, Finance &amp; Commercial</p> <p>(iii) Unit: Finance</p> <p>(iii) Contact Details: <a href="mailto:steve.muldoon@slough.gov.uk">steve.muldoon@slough.gov.uk</a></p>
<p>Date sent to Finance</p>	September 2022
<p>Version number and date of update</p>	V1
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	

**SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?**

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

<b>2.1</b>	<p>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>														
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How many people use the service currently? What is this as a % of Slough's population?															
Gender	N/A														
Race	N/A														
Disability	N/A														
Sexual orientation	N/A														
Age	N/A														
Religion or belief	N/A														
<b>2.2 Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</b>	<p>No. The fees and charges as applied by the council do not contain any specific services which concentrate on limited sectors of the population in which any groups with protected characteristics are overrepresented. Use of the services charged for is discretionary.</p> <p>Furthermore, many of the fees and charges in existence are focused on the business sector rather than residents, such as trade licences and construction related activity.</p>														

<p><b>2.3</b> Are there any groups with protected characteristics that are underrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.</i></p>	No, see 2.2 above			
<p><b>2.4</b> Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?</p>				
	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled <sup>4</sup> people (consider different types of physical, learning or mental disabilities)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups (consider in particular children, under 21s and over 65s)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are intending to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact due to pregnancy/ maternity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular faiths and beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.</b></p>				

<sup>4</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

2.5	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
2.6	<b>Provide brief reasons on how have you come to this decision?</b>
	<p>Increases in fees and charges are generally applied each year to ensure cost recovery and to keep pace with inflationary effects. No equality impacts have been identified in this annual exercise. The fees and charges impact business rather than individuals in a number of cases and where they are consumer facing there is no restriction as to who may or may not utilise and pay for services, and there is freedom for people to choose whether to use the services or not, hence there is no inequality arising from changes in pricing.</p>

**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

Protected Group		Positive impact?			Negative impact? If so, please specify the nature and extent of that impact	No specific impact	If the impact is negative how can it be mitigated? Please specify any mitigation measures and how and when they will be implemented	What , if any, are the cumulative effects of this decision when viewed in the context of other Council decisions and their equality impacts
		Eliminate discrimination	Advance equality	Good relations				
Gender	Men							
	Women							
Race	White							
	Mixed/Multiple ethnic groups							
	Asian/Asian British							
	Black/African/Caribbean/ Black British							
	Gypsies / travellers							
	Other ethnic group							
Disability	Physical							
	Sensory							
	Learning Difficulties							
	Learning Disabilities							
	Mental Health							

Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual							
<b>Age</b>	Older people (50+)							
	Younger people (16 - 25)							
<b>Gender Reassignment</b>								
<b>Impact due to pregnancy/maternity</b>								
<b>Groups with particular faiths and beliefs</b>								
<b>People on low incomes</b>								

**SECTION 4: ACTION PLAN**

**4.1** Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.

*Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.*

**NB. Add any additional rows, if required.**

Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
<i>Enter additional rows if required</i>						

## EQUALITY IMPACT ASSESSMENT TEMPLATE

**PLEASE ENSURE YOU READ THE GUIDANCE NOTES BEFORE COMPLETING THIS TEMPLATE**

Completing an EIA is the simplest way to demonstrate that the Council has considered the equality impacts of its decisions and it reduces the risk of legal challenge. EIAs should be carried out at the earliest stages of policy development or a service review, and then updated as the policy or review develops. EIAs must be undertaken when it is possible for the findings to inform the final decision.

### SUMMARY RAG RATING

<p>The outcome of this EIA has been assessed to be:</p> <p>(delete as applicable – see Appendix A)</p>	
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### SECTION 1:

<b>Title</b>	<b>X-2324-54</b> Review of Strategic Commissioning
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	A review of strategic commissioning to both reduce costs and make better use of resources to deliver outcomes through improved commissioning practice
<p>Details of the lead person completing the screening/EIA</p>	<p>(ii) Full Name: Sarah Hayward</p> <p>(ii) Position:</p> <p>(iii) Unit: COO</p> <p>(iii) Contact Details:</p>
<p>Date sent to Finance</p>	9/1/2023
<p>Version number and date of update</p>	
<p><i>V1 – 9 Jan 2023</i></p>	



**SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?**

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

<p><b>2.1</b></p>	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>														
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<p><b>2.2 Are there any groups with protected characteristic that are overrepresented in the monitoring information relative to their size of the population? <i>If so, this could indicate that the proposal may have a disproportionate impact on this group even if it is a universal service.</i></b></p>	<p>See boxes 2.5/2.6 below</p>														

**2.3 Are there any groups with protected characteristics that are underrepresented in the monitoring information relative to their size of the population? If so, this could indicate that the service may not be accessible to all groups or there may be some form of direct or indirect discrimination occurring.**

**2.4 Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?**

	None	Positive	Negative	Not sure
Men or women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Disabled <sup>5</sup> people (consider different types of physical, learning or mental disabilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
People of particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

**If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.**

<sup>5</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

2.5	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
2.6	<b>Provide brief reasons on how have you come to this decision?</b>
	<p><b>Commissioned services are used for groups with protected characteristics, particularly age, mental and physical health and it is likely that some services are also disproportionately used by people with other protected characteristics.</b></p> <p><b>At this stage the services included are subject to a diagnostic only and decisions about what savings to implement when will be taken later. Proposals affecting specific services and/or user groups will need to be subject to full EIAs prior to any decision to proceed to implementation. These impacts will be brought back through officer and member decision making as appropriate.</b></p> <p><b>It is not possible to undertake meaningful equalities impact assessments prior to the completion of the diagnostic.</b></p>

**SECTION 3: ASSESSING THE IMPACT**

In order to be able to identify ways to mitigate any potential impact it is essential that we know what those potential impacts might be. Using the evidence gathered in section 2, explain what the potential impact of your proposal might be on the groups you have identified. You may wish to further supplement the evidence you have gathered using the table below in order to properly consider the impact.

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**SECTION 4: ACTION PLAN**

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**NB. Add any additional rows, if required.**

Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
<i>Enter additional rows if required</i>						

## EQUALITY IMPACT ASSESSMENT TEMPLATE

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### SUMMARY RAG RATING

<p><b>The outcome of this EIA has been assessed to be:</b></p> <p>(delete as applicable – see Appendix A)</p>	
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### SECTION 1:

<b>Title</b>	Support services harmonisation
<p>What are you analysing?</p> <ul style="list-style-type: none"> <li>• What is the policy/project/activity/strategy looking to achieve?</li> <li>• Who is it intended to benefit? Are any specific groups targeted by this decision?</li> <li>• What results are intended?</li> </ul>	TUPE Transfer of support staff (Finance, HR, data analysts and IT) from SCF to SBC
<p>Details of the lead person completing the screening/EIA</p>	<p>(iii) Full Name: Sarah Hayward</p> <p>(ii) Position: ED Strategy and Improvement</p> <p>(iii) Unit: Strategy and Improvement</p> <p>(iii) Contact Details:</p>
<p>Date sent to Finance</p>	
<p>Version number and date of update</p>	1
<p><i>You will need to update your EIA as you move through the decision-making process. Record the version number here and the date you updated the EIA. Keep all versions so you have evidence that you have considered equality throughout the process. However <u>only</u> the most updated version will be saved in the Equalities SharePoint folder.</i></p>	

**SECTION 2: Do you need to complete a full Equality Impact Assessment (EIA)?**

Not all proposals will require a full EIA, the assessment of impacts should be proportionate to the nature of the project/policy in question and its likely impact. To decide on the level of detail of the assessment required consider the potential impact on persons with protected characteristics.

<p><b>2.1</b></p>	<p><b>Please provide an overview of who uses/will use your service or facility and identify who are likely to be impacted by the proposal</b></p> <ul style="list-style-type: none"> <li><i>If you do not formally collect data about a particular group then use the results of local surveys or consultations, census data, national trends or anecdotal evidence (indicate where this is the case). Please attempt to complete all boxes.</i></li> <li><i>Consider whether there is a need to consult stakeholders and the public, including members of protected groups, in order to gather information on potential impacts of the proposal</i></li> </ul>														
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**2.4 Does the project, policy or proposal have the potential to disproportionately impact on people with a protected characteristic? If so, is the impact positive or negative?**

	None	Positive	Negative	Not sure
Men or women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of a particular race or ethnicity (including refugees, asylum seekers, migrants and gypsies and travellers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disabled <sup>6</sup> people (consider different types of physical, learning or mental disabilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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**If any of the answers to the questions above is, “negative” or “unclear” you will need to undertake a detailed impact assessment.**

<sup>6</sup> Disability discrimination is different from other types of discrimination since it includes the duty to make reasonable adjustments.

2.5	<b>Based on your responses, should a full, detailed EIA be carried out on the project, policy or proposal</b>
	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
2.6	<b>Provide brief reasons on how have you come to this decision?</b>
	This is a straight TUPE transfer of staff from a wholly owned council company in to the council. They will be doing the same tasks under the same terms and conditions, from the same job location (hybrid home and office) there is no equalities impact as staff are not materially impacted

**SECTION 3: ASSESSING THE IMPACT**

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Protected Group		Positive impact?			Negative impact?	No specific impact	What will the impact be? If the impact is negative how can it be mitigated? (action)	What are the cumulative of effects
		Eliminate discrimination	Advance equality	Good relations				
<b>Sexual Orientation</b>	Lesbian, gay men, bisexual							
<b>Age</b>	Older people (50+)							
	Younger people (16 - 25)							
<b>Gender Reassignment</b>								
<b>Impact due to pregnancy/maternity</b>								
<b>Groups with particular faiths and beliefs</b>								
<b>People on low incomes</b>								

**SECTION 4: ACTION PLAN**

**4.1** Complete the action plan if you need to reduce or remove the negative impacts you have identified, take steps to foster good relations or fill data gaps.




*Please include the action required by your team/unit, groups affected, the intended outcome of your action, resources needed, a lead person responsible for undertaking the action (inc. their department and contact details), the completion date for the action, and the relevant RAG rating: R(ed) – action not initiated, A(mber) – action initiated and in progress, G(reen) – action complete.*

**NB. Add any additional rows, if required.**

Action Required	Equality Groups Targeted	Intended outcome	Resources Needed	Name of Lead, Unit & Contact Details	Completion Date (DD/MM/YY)	RAG
<i>Enter additional rows if required</i>						

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**Appendix A****Equality Impact Assessment Decision Rating Guide****PLEASE SEE PAGE 1 FOR THE RATING OF EACH PROPOSAL**

<b>Decision</b>	<b>Action</b>	<b>Risk</b>
As a result of performing the EIA, there is a risk that a disproportionately negative impact (direct, indirect, unintentional or otherwise) exists to one or more of the nine groups of people who share a protected characteristic under the Equality Act 2010. It is not clear if mitigating actions are possible.	<b>Further advice should be taken</b>	<b>Red</b> 
As a result of performing the EIA, there is a risk that a disproportionately negative impact (as described above) exists to one or more of the nine groups of people who share a protected characteristic under the Equality Act 2010. However, this risk may be removed or reduced by implementing mitigating actions.	<b>Proceed pending agreement of mitigating action</b>	<b>Amber</b> 
As a result of performing the EIA, the proposal does not appear to have any disproportionate negative impact on people who share a protected characteristics or anticipated impacts will be either positive or neutral.	<b>Proceed</b>	<b>Green:</b> 

# CAPITAL STRATEGY 2023/24

2 FEBRUARY 2023

# AGENDA

- Overview
- Financial Summary
  - General Fund (GF)
  - Asset Disposal
- ELT Summaries:
  - Adults Services
  - Children's Services
  - Place & Communities
  - Housing & Property



# OVERVIEW

The capital strategy is focussed on the improvement works to the Council's operational asset portfolio together with public realm works for Slough. The strategy is fully funded by capital grants, capital receipts and developer contributions, eliminating the need for any new external borrowing.

The Council's capital programme objectives are:

- To rationalise the capital portfolio, so the remaining assets continue to deliver the services to the public
- Ensure the necessary works to enhance the working conditions of the remaining assets, so they are fit for purpose and meet statutory requirements
- Minimise any other works to those which are fully funded from external sources and can be undertaken at no additional cost to the Council

This presentation outlines:

- General Fund (GF): detail on proposed expenditure and income budgets for 5 years from 2023/24 to 2027/28
- Highlights on the major value schemes contained within the programme
- Highlights on the new schemes proposed to be added to the programme

Note - The Housing Revenue Account (HRA) capital programme was presented as part of the overall HRA budget to the Customer & Community Scrutiny Panel jointly with the Place Scrutiny Panel on 1 February 2023.

## FINANCIAL SUMMARY

- Prior to the 2022/23 capital programme, previous years' capital programmes have been ambitious involving several major projects in any one year and were heavily dependent on external borrowing. There was insufficient capacity to deliver the capital programme, resulting in slippage of 40% in delivering the programme.
- The previous capital programme approved 9<sup>th</sup> March 2022, envisaged spending £219m (including 21/22) with a borrowing requirement of £17.540m. This year the size of the capital programme is £104m, **with no new external borrowing needed**. The programme is fully funded from grants, S106 contributions and capital receipts from the asset disposal programme. This ensures the Council lives within its means in respect of the capital programme.
- The majority of capital expenditure set out in this strategy will be spent on land and buildings and council dwellings. The remainder will be revenue expenditure funded from capital under statute (REFCUS) – either funding loan advances to GRE5 or funding the Capitalisation Direction.
- The Council carries out regular maintenance on its properties and infrastructure assets. The capital programme ensures that the Council's highways, operational properties and council dwellings are continuously maintained to a good standard.
- The HRA capital expenditure has been included as part of the HRA budget presentation scrutinised on 1 February 2023 at Customer & Community Committee

# FINANCIAL SUMMARY

The total capital programme over the 6 years 2022/23 to 2027/28 is £103.643m, of which £79.480m by capital grants, £18.163m funded by capital receipts and £6m funded under Capitalisation Direction.

The table below summarises the proposed General Fund capital programme by Executive Directorate:

	Forecast At P7 2022/23 £'000	Five Year Plan					TOTAL £'000
		2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	
<b>Expenditure</b>							
Housing & Property	10,335	4,397	2,400	2,400	400	-	19,932
Place & Communities	15,982	24,927	10,504	2,551	1,999	1,339	57,302
Adults	1,818	1,169	1,140	1,140	1,140	1,140	7,547
Children's Services	877	4,323	2,961	2,080	1,680	941	12,862
Finance & Resources	-	-	2,000	2,000	2,000	-	6,000
<b>TOTAL Expenditure</b>	<b>29,012</b>	<b>34,816</b>	<b>19,005</b>	<b>10,171</b>	<b>7,219</b>	<b>3,420</b>	<b>103,643</b>
<b>Funding</b>							
External Funding	(25,577)	(30,561)	(12,914)	(4,930)	(3,278)	(2,220)	(79,480)
Capital Receipts	(3,435)	(4,255)	(4,091)	(3,241)	(1,941)	(1,200)	(18,163)
Capitalisation Direction			(2,000)	(2,000)	(2,000)		(6,000)
<b>TOTAL Funding</b>	<b>(29,012)</b>	<b>(34,816)</b>	<b>(19,005)</b>	<b>(10,171)</b>	<b>(7,219)</b>	<b>(3,420)</b>	<b>(103,643)</b>
<b>Borrowing Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## FINANCIAL SUMMARY

The table below summarises the funding sources for the GF capital programme:

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Financed by:	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DCLG Disabled Facilities Grant	1,594	1,140	1,140	1,140	1,140	1,140	7,294
Department for Education	877	4,323	2,961	2,080	1,680	941	12,862
Department for Transport	2,640	12,921	2,489				18,050
Department for Business, Energy & Industrial Strategy	479	22					501
Berkshire Local Enterprise Partnership	10,527	2,500					13,027
Other Grants and Contributions	860	402	180	180	180	139	1,941
S106 Contributions		668					668
Homes England Grant	7,400	1,000					8,400
Safer Roads Fund Grant	200	1,511					1,711
Department for Levelling Up, Housing and Communities		4,592	4,607				9,199
Department of Environment, Food and Rural Affairs	1,000	1,482	1,537	1,530	278		5,827
<b>External Funding</b>	<b>25,577</b>	<b>30,561</b>	<b>12,914</b>	<b>4,930</b>	<b>3,278</b>	<b>2,220</b>	<b>79,480</b>
Capital Receipts	3,435	4,255	4,091	3,241	1,941	1,200	18,163
Capitalisation Direction			2,000	2,000	2,000		6,000
Borrowing Requirement	-	-	-	-	-	-	-
<b>Capital Financing</b>	<b>29,012</b>	<b>34,816</b>	<b>19,005</b>	<b>10,171</b>	<b>7,219</b>	<b>3,420</b>	<b>103,643</b>

## ASSET DISPOSALS

A key element of the Council's new Corporate Plan is the Asset Disposal Strategy, which supports a strategic priority to be "a Council that lives within its means, balances the budget and delivers best value for taxpayers and service users."

Asset disposals will contribute to the reduction in the Council's future financial commitments, generate capital receipts at the earliest opportunity and reduce the Council's borrowing and MRP. The disposal programme commenced in July 2022 with the sale of four out of borough assets.

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- There are 9 properties on the disposal list for this financial year (2022/2023).
  - Seven sales have completed generating £178m in capital receipts. Loan repayments of £10.2m have also been received. There is a high level of confidence in achieving over £216m in the current financial year.
  - There are current plans to achieve over £164m of sales in 2023/24

# CAPITAL STRATEGY 2023/24 ADULTS

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## PEOPLE - ADULTS – KEY PROJECTS OVER THE NEXT 5 YEARS

The 2023/24 – 27/28 capital programme for **Adults** proposes a gross budget of:

- £5.729m (£0.029m net) over 5 years
- £1.169m (£0.029m net) for 2023/24

Key projects from the capital programme brought forward from last year are highlighted below:

### **Disabled Facilities Grant**

(2023/24: £1.140m gross, £0m net. 5yrs to 2027/28: £5.700m gross, £0m net)

- The Disabled Facilities Grant helps to cover the cost of making essential improvements to people's homes so that those with disabilities can continue to live in their own homes.
- The grant is administered through the Better Care Fund (BCF) under s75 agreement with the local Integrated Care Board as part of an integrated approach to delivering health and social care in Slough. A new discretionary policy has been implemented in Slough during 2022 aimed at broadening the use of the grant in supporting vulnerable adults.



# CAPITAL STRATEGY 2023/24

## CHILDREN'S SERVICES

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# CHILDREN'S SERVICES – KEY PROJECTS OVER THE NEXT 5 YEARS (1)

The 2023/24 – 27/28 capital programme for **Children's Services** proposes a gross budget of:

- £11.985m (£0.000m net) over 5 years
- £4.323m (£0.000m net) for 2023/24

Key projects are highlighted below:

## **Special School Expansion**

(2023/24 £1.675m gross, £0m net. 5yrs to 2027/28: £5.647m gross, £0m net)

Programme fully funded by High Needs capital grant allocation (total allocation 2021/22, 2022/23 and 2023/24 = £8.6m)

- 2023/24 - £0.600m to be spent at Arbour Vale School, 2024/25 - £0.060m to complete the project
- 2023/24 - £1.075m to be spent at Haybrook College, 2024/25 - £0.971m to complete the project
- £2.941m unallocated

## **SEND Resource Bases and Improvements**

(2023/24 £1.250m gross, £0m net. 5yrs to 2027/28: £2.900m gross, £0m net)

Programme fully funded by High Needs capital grant allocation (total allocation 2021/22, 2022/23 and 2023/24 = £8.6m)

- 2023/24 - £0.750m to be spent on improvements for SEND pupils at various schools, 2024/25 - £0.250m earmarked
- 2023-24 - £0.500m provisional sum for a new secondary Resource Base if required, 2024/25 - £1.000m earmarked
- £0.400m unallocated

# CHILDREN'S SERVICES – KEY PROJECTS OVER THE NEXT 5 YEARS (2)

## Schools Modernisation Programme

(2023/24 £0.810m gross, £0m net. 5yrs to 2027/28: £2.610m gross, £0m net)

Grant funded by annual capital allocation - £1.1m anticipated carry forward at 31/3/23, new income of c£750K expected for 2023/24 and each subsequent year

- Projects agreed 2022 to be delivered 2023/24 are:
  - £147K for fire doors at Priory School
  - £137K for window replacement and toilet upgrade works at St Mary's CE Primary School
  - £116K for final phase of window replacement at Wexham School
- Improvement projects at Slough's 5 nurseries, 6 primaries and one secondary school, will be agreed on an annual basis as income confirmed

# CAPITAL STRATEGY 2023/24

## PLACE & COMMUNITIES

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# PLACE AND COMMUNITIES – KEY PROJECTS OVER THE NEXT 5 YEARS

The 2023/24 – 27/28 capital programme for **Place & Communities** proposes a gross budget of:

- £41.639m (£6.102m net) over 5 years
- £25.220m (£0.829m net) for 2023/24

Key projects from the capital programme brought forward from last year are highlighted below:

## **Zone 4 – Stoke Road**

(2023/24: £2.500m gross, £0m net. 5yrs to 2027/28: £2.500m gross, £0m net)

- This is the final elements of a wider improvement scheme approved by the Council and funded through the Berkshire LEP programme. This final stage includes the implementation of improvements to two junctions associated with the North West Quadrant site and will enable the sale and development of the site by improving access/egress of traffic. There will also be some upgrade works to the Heart of Slough junction to ensure the entire traffic signal junction works well.

# PLACE AND COMMUNITIES – KEY PROJECTS OVER THE NEXT 5 YEARS

## **Flood Defence Measures (Sponge City Project)**

(2023/24: £1.482m gross, £0m net. 5yrs to 2027/28: £4.827m gross, £0m net)

- The Council has been awarded from Defra Grant funding of £5.65m - £7.9m for delivery of the Smart, Sponge Catchments Project. This aims to improve flood resilience in the Chalvey Ditches and Salt Hill Stream river catchments in north-west Slough and southern Buckinghamshire. The project will help the Council to meet its corporate priority for an environment that helps residents live more independent, healthier and safer lives, by delivering infrastructure and enriched public spaces that can act as sponges, soaking up surface water to improve resilience to flooding.

## **A4 Safer Roads**

(2023/24: £1.511m gross, £0m net. 5yrs to 2027/28: £1.511m gross, £0m net)

- The A4 in Slough was identified in 2016 as being in the UK's 50 most dangerous roads and SBC are required by Government to make changes to improve its safety. This project will introduce road safety improvements on the A4 that will be funded by the Department for Transport's (DfT) Safer Roads Fund grant. A number of road safety measures will be designed and introduced to regulate driver behaviour. One of these measures is a proposed speed reduction on some sections of the A4. Additional complementary engineering measures, to reduce the number and severity of fatal and serious injury collisions, will be introduced as the overall scheme design progresses in consultation with residents, key partners and subject to the necessary approvals within the Council.

# ADDITIONAL NEW PROJECTS - PLACE AND COMMUNITIES

Additional proposals not included in last year's 5 year capital programme require an additional gross budget of:

- £30.239m (£4.900m net) over 5 years
- £18.717m (£0.500m net) for 2023/24

The proposals comprised in this additional ask are as follows:

## **DSO Replacement RCVs**

(2023/24: £0m gross, £0m net. 5yrs to 2027/28: £2.400m gross, £2.400m net)

- The Council's Direct Services Organisation (DSO) purchased 18 new Refuse Collection Vehicles (RCV) when the service was brought back in-house in December 2017. In 2027 the vehicles will have come to the practical end of life and to avoid additional maintenance costs from an ageing fleet, it is proposed to replace the fleet. The budget is based on a reduced number of vehicles as a result of service changes including fortnightly collections. An optioneering process will begin in 2024 to consider a phased approach to purchasing over a 3 year period to reduce risk and any potential borrowing.

## **DSO Replacement Fleet**

(2023/24: £0.500m gross, £0.500m net. 5yrs to 2027/28: £1.500m gross, £1.500m net)

- The DSO has leased a number of its fleet from Enterprise for a number of years. Due to rising costs of leased vehicles and damage repairs on returns it is proposed to reduce the revenue pressure in purchasing vehicles. This will provide 7 years of budget certainty for the Council and contribute to the service in better managing its fleet. The number of vehicles required is under review based on the proposed service changes to the grounds and street cleaning services. The capital outlay is based on the current demands however this subject to change.

# ADDITIONAL NEW PROJECTS - PLACE AND COMMUNITIES

## **DSO Food/Fibre vehicles and Caddies**

(2023/24: £0m gross, £0m net. 5yrs to 2027/28: £1.000m gross, £1.000m net)

- The DSO has been contacted by Defra in line with the Environment Act 2021 to report its status on food waste and any implications with waste disposal contracts. The Government is currently considering introducing (under secondary legislation) separated food waste on a weekly basis. This change will mean that the Council by law will have to introduce the new service and as a result will require vehicles and waste caddies for residential properties. This capital project aims to identify the potential capital costs associated if the government decides it is to mandate all authorities to introduce a new service. The proposal is based on buying kitchen caddies for all street properties (flats are excluded) and also a provision of two vehicles for the two routes that would be required.

## **A4 Cycleway**

(2023/24: £10.168m gross, £0m net. 5yrs to 2027/28: £10.168m gross, £0m net)

- The Council's Transport team have secured £10.2m from the Department for Transport for the design and implementation of an off road cycleway along the A4. The scheme extents are from Huntercombe to the Town Centre. The procurement process has started and will continue in 2023/24 for design support.



# ADDITIONAL NEW PROJECTS - PLACE AND COMMUNITIES

## Transport and Highways Grant

(2023/24: £2.489m gross, £0m net. 5yrs to 2027/28: £4.978m gross, £0m net)

The Council receives an annual grant of £2.489m for the following areas:

- Integrated Transport Block
- Highway Maintenance Block – needs element
- Highways Maintenance Block – incentive fund
- Pot hole fund

The Council has to spend its annual settlement and has previously allocated the funds to major schemes or resurfacing programmes. The reallocation of this grant enables the Council to make significant savings to support the Council's recovery.

## Destination Farnham Road

(2023/24: £5.560m gross, £0m net. 5yrs to 2027/28: £10.193m gross, £0m net)

The Council's Transport team have been advised of an award of £9.249m from the Department for Levelling Up, Housing and Communities. In addition, a 10% local contribution of £1.004m provided through other DFT grants and S106 contributions related to the location.

The proposed scheme will revitalise the Farnham Road (A355) corridor by transforming its public realm, in a way that prioritises walking and cycling, and improves bus priority through signal upgrades and the enforcement of parking restrictions. Fully grant funded, initial designs will be presented to Cabinet to enable progression to consultation, detailed design and construction. The scheme focuses on the Britwell and Northborough wards and Farnham. North-south transport connections will be made stronger to enhance connections to Slough town centre. Farnham Road District Centre's public realm will be improved to support economic growth and improved social function.



# CAPITAL STRATEGY 2023/24

## HOUSING & PROPERTY

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# HOUSING AND PROPERTY – KEY PROJECTS OVER THE NEXT 5 YEARS

The 2023/24 – 27/28 capital programme for **Housing & Property** proposes a gross budget of:

- £9.597m (£8.597m net) over 5 years
- £4.397m (£3.397m net) for 2023/24

Key projects from the capital programme brought forward from last year are highlighted below:

## **Fire Risk Assessment Nova House**

(2023/24: £1.000m gross, £0m net. 5yrs to 2027/28: £1.000m gross, £0m net)

- Nova House is a block of 68 apartments in the town centre which failed flammability tests. GRE5 owns the freehold lease of Nova House. In 2018, the Council acquired 100% of the shares of GRE5 due to concerns about the capacity of GRE5 to undertake the substantial remediation works required to the building and concerns about the safety of residents. In addition to replacement of ACM cladding, there are significant deficiencies in the fire safety of the building identified on the Fire Risk Assessment that need rectifying.

## **Britwell Hub Development**

(2023/24: £1.047m gross, £1.047m net. 5yrs to 2027/28: £1.047m gross, £1.047m net)

- The Britwell Hub Development was a part refurbishment and part extension of the Britwell Community Centre in partnership between Slough Borough Council and East Berkshire CCG / Frimley Health and Care ICS. The refurbishment of the existing building provided meeting rooms and a new hall, and the extension provided a modern up to date purpose designed medical centre which was completed in April 2022. The retention held on this contract is payable following completion of the works after the defect's liability period ends in April 2023. Further works are also required together with upgrading the existing mechanical and electrical systems. In addition there is also a requirement to repay the balance of funding owed to the DfE for Grove Academy S278 works, that SBC is liable for.

# ADDITIONAL NEW PROJECTS – HOUSING AND PROPERTY

Additional proposals not included in last year's 5 year capital programme proposes an additional gross budget of:

- £5.850m (£5.850m net) over 5 years
- £1.850m (£1.850m net) for 2023/24

The proposals comprised in this additional ask are as follows:

## **Cornwall House Fire Strategy**

(2023/24: £0.950m gross, £0.950m net. 5yrs to 2027/28: £0.950m gross, £0.950m net)

- SBC acquired Cornwall House in July 2017 to facilitate the construction of the Moxy hotel on the adjoining 'Old Library' site. The previous owners had converted the property from an office block to 51 residential flats. Since acquisition defects have emerged that SBC was not aware of at the time of acquisition. The main issue is the lack of adequate fire-stopping which needs to be addressed with some urgency – this will be costly to correct as it will involve intrusive works in every flat and require removal of partitions, ceilings etc. Slough Borough Council as the landlord has overall responsibility for fire safety within the building (as with the Nova House building)

## **Office Accommodation Strategy**

(2023/24: £0.900m gross, £0.900m net. 5yrs to 2027/28: £4.900m gross, £4.900m net)

- SBC intends to reduce its corporate footprint to a minimum level to reduce running costs and maximise disposal opportunities. 6 assets are likely to be retained and are candidates for accommodating the full desk requirement of the council (currently set at 460 desks). The first step is to appoint consultants to carry out costed options appraisals. These will inform the Council's decision on best use of these 6 assets, to accommodate the Council's office requirements. Once a decision is taken on the final number of desks to be provided and location of these desks, conversion works will be undertaken to deliver the project.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 2<sup>nd</sup> February 2023

**CONTACT OFFICER:** Clare Priest – Head of Commercial services

**WARD(S):** All

**PART I****FOR DECISION****TASK AND FINISH GROUP REPORT – REVIEW OF CONTRACT MANAGEMENT****1. Purpose of Report**

Effective overview and scrutiny should provide constructive ‘critical friend’ challenge, amplify the voices and concerns of the public, be led by independent people who take responsibility for their role and drive improvement in public services.

An Overview and Scrutiny Task and Finish group on contract management was convened in November 2022 to review three contracts and to make recommendations to improve contract management at Slough Borough Council.

The report seeks approval of the report attached at Appendix 1, including the recommendations made.

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

The Committee is recommended to:

1. Review and comment on the report attached at Appendix 1.
2. Agree the recommendations within the report for submission to Cabinet.

**Commissioner Review**

*The task and finish group has produced a well-researched and useful report. All involved should be congratulated. The recommendations are supported as their implementation will be a significant step in meeting the Direction.*

**3. Slough Corporate Plan**

The Council’s priorities for 2022-25 are:

- A council that lives within our means, balances the budget and delivers best value for taxpayers and service users
- An environment that helps residents live more independent, healthier and safer lives
- A borough for children and young people to thrive

- Infrastructure that reflects the uniqueness of Slough's places and a new vision for the town centre

This report supports all the priorities in the council's plan because procurement and contract management activity consider:

- stakeholder engagement
- efficient commissioning and sourcing arrangements
- best value considerations, including social and environmental value, as well as economic

#### 4. **Other Implications**

##### (a) Financial

The recommendations of the task and finish group are seeking to ensure that the Council's limited resources are used to their best effect.

##### (b) Risk Management

The Council will take a risk-based approach to the management of contracts. Contracts will be risk assessed to ensure that those highest risk contracts have a robust contract plan in place, which is managed by the contract owner, and supported by the contract management support lead in the commercial team

The commercial team will use the council's risk management framework to ensure that any risks of strategic importance are escalated to the directorate or corporate risk register and mitigating actions are managed accordingly.

##### (c) Legal Implications

The Council is under a general Duty of Best Value<sup>1</sup> to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." The development of commercial function, will enable the Council to fulfil its best value duties. These arrangements will secure continuous improvement regarding economy, efficiency and effectiveness and overall value, including social value and will be considered in the procurement and contract management process.

##### (d) Equalities Implications

The Best Value Statutory Guidance states that authorities should avoid "gold plating" the Equality Act 2010 and should not impose contractual requirements on private and voluntary sector contractors over and above the obligations in the Act. This includes seeking to remove unnecessary paperwork and obstacles to contract compliance thereby making it easier for small and medium firms and the voluntary sector to apply and bid for contracts, and lowering costs to taxpayers.

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<sup>1</sup> Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government & Public Involvement in Health Act 2007)

## 5. **Supporting Information**

An Overview and Scrutiny Task and Finish group on contract management was convened in November 2022 to review three contracts and to make recommendations to improve contract management at Slough Borough Council. Following a shortlisting and risk assessment process, three contracts were selected for review:

- GateOne
- Matrix
- Osbourne

The key lines of enquiry were used at each evidence gathering session to ensure there was a consistent approach to scrutiny of the contracts being reviewed. "Evidence packs" were compiled in advance containing information on each contract.

### **GateOne**

Gate One were procured as the Council's "delivery partner" to work with the Council as part of its transformation programme in June 2019. The transformation programme was not successful and discussion focussed on lessons learned to ensure this situation does not arise again

### **Matrix**

Matrix is the Council's contract for the supply of temporary labour, it was explained how services are being provided through a hybrid model and how the contract is managed.

### **Osbourne**

Osbourne is the Council's repairs maintenance and investment contract for the Council's housing stock. The discussion focussed on the mechanisms in place to review performance of the Osbourne contract including the role of the operational and strategic management boards.

Several themes were identified by the task and finish group as lessons learned for the review:

- Procurement
- Key Performance Indicators
- Dedicated contract management
- Re-Procurement
- Reporting and risk assessment
- Problem resolution

In reviewing the key themes, the Task and Finish group have made the following recommendations in the report:

- The start of the procurement process must be well managed, with clear outcomes and deliverables in the procurement specification, which include outcomes-based deliverables, gateways, monitoring, timelines, milestones and reporting.

- When assessing tenders for work they should be scored against the outcomes and deliverables in the specification and the results retained as evidence.
- Where authority is delegated to Officers for the award of a high value/high risk contract, this should be in consultation with the lead member. Members must be properly consulted with evidence of decisions in writing and their agreement clearly sought.
- Council staff must follow a proper governance process, as set out in the updated Contract Procedure Rules, including having an effective and up to date forward procurement plan.
- Cabinet reports for procurement must set out the evidence base for a particular recommendation and have an effective options appraisal as part of the report. Consideration should be given to phasing procurement and reserving future decisions to Cabinet for high value / high impact commissioning.
- Contracts on the Council's contract register must be risk assessed to identify the scale of the risk for each contract. This should be done using a standardised risk assessment matrix that considers contract value, business value and impact, sourcing and contractual complexity, and performance. This will ensure that mitigations are put in place to proactively manage risks.
- There must be a dedicated contract manager for high-value/impact contracts identified through the risk assessment process. This officer should be appropriately trained and should have responsibility for monitoring the contract and ensuring compliance with the contractual requirements. The officer should keep records of contract meetings and should convene formal monitoring meetings as required by the contract. The officer should raise any risks with the relevant Executive Director. The officer should have access to legal and finance advice, as required, to assist with their role.
- Meaningful Key Performance Indicators must be developed for contracts and reviewed and followed up regularly at contract review meetings to ensure that any performance issues are discussed and challenged accordingly. For more significant commissioning arrangements, contract review meetings should include operational and strategic meetings with key officers in attendance. These meetings should be confidential to allow for full and frank discussion, with opportunity to agree minutes to be put in the public domain where updates are to be provided to a formal member meeting. If a contractor is invited to attend a formal Member meeting, consideration should be given to allowing this to take place in Part 2 to allow for a more detailed discussion about any issues.
- A standardised framework for contracts should be implemented, which includes a contract management plan for each contract, tailored to take account of value and impact of the contract. This considers important mechanisms for the management of a contract, including roles, responsibilities and governance, dispute resolution, key performance indicators, and exit plans.



- When commissioning management consultancy, consideration should be given to the payment mechanism and if this is on a time and materials basis, there should be close monitoring of the value being delivered via this arrangement and consideration of alternatives, such as recruiting in-house resource.
- When commissioning services, ensure that decisions are informed by data, including benchmarking data where available, to demonstrate value for money for Slough's residents.
- Ensure there is an effective mechanism to review commissioning activity, including reviewing whether the arrangement delivered on the intended strategic aims and capturing any lessons learned. Regular reports should be presented to CLT and the Lead Member responsible for contract management.

6. **Comments of Other Committees**

Cabinet will be asked to consider the recommendations of the Task and Finish Group when making decisions on a variety of matters.

7. **Conclusion**

The Task and Finish Group welcome feedback on its report and hope that the themes, lessons and recommendations will be taken into account by the Council.

8. **Appendices Attached**

Appendix 1 –Report by the Overview and Scrutiny Task and Finish Group on Contract Management

9. **Background Papers**

None

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# Report of the Overview and Scrutiny Task and Finish Group on Contract Management

JANUARY 2023

## **1. Foreword**

In July 2022 the Overview and Scrutiny Committee agreed to convene a Task and Finish group on contract management to investigate issues concerning contract management which had not been addressed by the council for many years. The aim of the Task and Finish group is to make recommendations to improve the management of contracts at Slough Borough Council.

I am very grateful to the members of the Task and Finish group for their input and contribution to our work. I would also like to thank the officers and contractors who were interviewed as part of the work of the Task and Finish group, and the support provided by the Head of Commercial services and the Head of Governance and Scrutiny to ensure the smooth running of the meetings.

Our investigations highlighted several themes concerning procurement and contract management and they have informed the recommendations of the Task and Finish group. I hope the recommendations are endorsed by the Overview and Scrutiny Committee and Cabinet, as these will improve the Council's approach to contract management and drive better value for money for our residents.

**Councillor Harjinder Gahir**  
**Chair**  
**Contract Management Task and Finish Group**

## 2. Executive summary and recommendations

2.1 An Overview and Scrutiny Task and Finish group on contract management was convened in November 2022 to review three contracts and to make recommendations to improve contract management at Slough Borough Council.

2.2 Good contract management leads to improved supplier performance and quality, mitigation of risks, reduction of contract disputes or surprises and delivery of better outcomes to time, quality, and budget.

2.3 The Task and Finish Group have made the following recommendations to improve contract management:

- The start of the procurement process must be well managed, with clear outcomes and deliverables in the procurement specification, which include outcomes-based deliverables, gateways, monitoring, timelines, milestones and reporting.
- When assessing tenders for work they should be scored against the outcomes and deliverables in the specification and the results retained as evidence.
- Where authority is delegated to Officers for the award of a high value/high risk contract, this should be in consultation with the lead member. Members must be properly consulted with evidence of decisions in writing and their agreement clearly sought.
- Council staff must follow a proper governance process, as set out in the updated Contract Procedure Rules, including having an effective and up to date forward procurement plan.
- Cabinet reports for procurement must set out the evidence base for a particular recommendation and have an effective options appraisal as part of the report. Consideration should be given to phasing procurement and reserving future decisions to Cabinet for high value / high impact commissioning.
- Contracts on the Council's contract register must be risk assessed to identify the scale of the risk for each contract. This should be done using a standardised risk assessment matrix that considers contract value, business value and impact, sourcing and contractual complexity, and performance. This will ensure that mitigations are put in place to proactively manage risks.
- There must be a dedicated contract manager for high-value/impact contracts identified through the risk assessment process. This officer should be appropriately trained and should have responsibility for monitoring the contract and ensuring compliance with the contractual requirements. The officer should keep records of contract meetings and

should convene formal monitoring meetings as required by the contract. The officer should raise any risks with the relevant Executive Director. The officer should have access to legal and finance advice, as required, to assist with their role.

- Meaningful Key Performance Indicators must be developed for contracts and reviewed and followed up regularly at contract review meetings to ensure that any performance issues are discussed and challenged accordingly. For more significant commissioning arrangements, contract review meetings should include operational and strategic meetings with key officers in attendance. These meetings should be confidential to allow for full and frank discussion, with opportunity to agree minutes to be put in the public domain where updates are to be provided to a formal member meeting. If a contractor is invited to attend a formal Member meeting, consideration should be given to allowing this to take place in Part 2 to allow for a more detailed discussion about any issues.
- A standardised framework for contracts should be implemented, which includes a contract management plan for each contract, tailored to take account of value and impact of the contract. This considers important mechanisms for the management of a contract, including roles, responsibilities and governance, dispute resolution, key performance indicators, and exit plans.
- When commissioning management consultancy, consideration should be given to the payment mechanism and if this is on a time and materials basis, there should be close monitoring of the value being delivered via this arrangement and consideration of alternatives, such as recruiting in-house resource.
- When commissioning services, ensure that decisions are informed by data, including benchmarking data where available, to demonstrate value for money for Slough's residents.
- Ensure there is an effective mechanism to review commissioning activity, including reviewing whether the arrangement delivered on the intended strategic aims and capturing any lessons learned. Regular reports should be presented to CLT and the Lead Member responsible for contract management.

### **3. Introduction**

3.1 Effective overview and scrutiny should provide constructive 'critical friend' challenge, amplify the voices and concerns of the public, be led by independent people who take responsibility for their role and drive improvement in public services.

3.2 The recommendations from this report should lead to benefits of good contract management and in turn lead to:

- better evaluation of supplier's performance through higher quality contracts allowing for action to be taken to increase the performance and effectiveness of the contract
- decisions being taken at the proper time, which mitigates potential risks appearing in the future
- reducing contract disputes or surprises

### **4. Background**

4.1 At the July Overview and Scrutiny committee, it was agreed that a task and finish group would be convened on contract management, with an aim to reviewing the council's contracts register and selecting three contracts to focus on. The group would:

- Meet with relevant officers for those contracts and discuss the key lines of enquiry; and
- Bring a report back to a future meeting of Scrutiny for consideration.

4.2 The members of the group were:

- Councillor Harjinder Gahir (chair)
- Councillor Fiza Matloob
- Councillor Jina Basra
- Councillor Kamaljit Kaur
- Councillor Puja Bedi (attended one meeting out of four meetings)
- Councillor Wayne Strutton (attended one meeting out of four meetings)
- Supported by Clare Priest Head of Commercial Services and Alex Polak Head of Governance and Scrutiny.

4.3 The objectives of the group set out in the terms of reference were to:

- consider what thought went into the initial procurement phase to ensure the end contract would deliver the outcomes needed (e.g. what the specification was, what the KPIs are)
- consider the contract management activity in place, to determine what processes have been put in place to monitor performance
- understand what action is being taken where delivery is not what was expected
- determine what learning is being derived from the process to ensure any lessons are fed into next procurement activity

## 5. Methodology

5.1 The task and finish group reviewed the council's contracts register and came up with a shortlist of contracts it was interested in reviewing.

5.2 Each contract on the shortlist was risk assessed in relation to:

- Contract value
- Business value and impact
- Sourcing complexity
- Contractual complexity
- Performance

5.3 As a result of the risk assessment, the task and finish group identified the following contracts to review:

### 1. GateOne

Gate One were procured as the Council's "delivery partner" to work with the Council as part of its transformation programme (also known as "Our Futures") in June 2019. This contract is no longer in place, so the emphasis was a "backwards look" and lessons to be learned.

### 2. Matrix

Matrix is the Council's contract for the supply of temporary labour.

### 3. Osbourne

Osbourne is the Council's repairs maintenance and investment contract for the Council's housing stock.

5.4 The key lines of enquiry document shared at the July Overview and Scrutiny committee was refined to ensure that the most important aspects of contract management were considered. The document was shared with the chair of the London Procurement Network, for external quality assurance, who confirmed that this was a best practice approach.

5.5 The key lines of enquiry were used at each evidence gathering session to ensure there was a consistent approach to scrutiny of the contracts being reviewed.

## 6. Evidence gathering sessions

6.1 For each contract an "evidence pack" was compiled and sent to the committee before the meeting, this included:

- Recent committee reports on the contract, e.g., that had been presented to Overview and Scrutiny committee or the Employment and Appeals committee within the last six months
- A copy of the contract
- Key Performance Indicators
- Recent Internal Audit reports



6.2 For each contract review, managers were interviewed that represented the service, the management of the contract and financial considerations. The Head of Commercial services was also in attendance at all meetings, in her role supporting the Task and Finish group as subject matter expert and representing procurement and risk management.

6.3 The agenda for each session was as follows:

- Introduction on the contract from the service area and contract manager
- Questions and answers from members of the Task and Finish group
- Key lines of enquiry
- Reflections on emerging themes

6.4 Summary of each contract discussion is as follows:

### **GateOne**

Gate One were procured as the Council's "delivery partner" to work with the Council as part of its transformation programme in June 2019. The only Cabinet authority for this is in April 2019 where wide-reaching decisions were made as follows:

1. That the business case be agreed for a transformation programme to deliver a new operating model for the Council, including procurement of a delivery partner;
2. That a budget of £4.2m be agreed to fund the programme, funded from the transformation fund in accordance with the flexible capital receipts strategy;
3. That the chief executive has delegated authority to deliver and implement the programme.

In addition, in March 2021, a report to the Procurement Review Board from the Director of Transformation requested the direct award of £495,000 to Gate One for further work between March 2021 and August 2021. The report referred to authority as being the April 2019 Cabinet decision.

The start of the procurement process was not well managed. There was a lack of detail on the commissioning processes and no apparent agreed deliverables and outcomes for the programme overall and in particular for the delivery partner. As a result only two consultancies were interviewed for the work after submitting bids and Gate One, who had not delivered a Local Authority transformation programme were appointed. Other large consultancies apparently did not bid as from the documentation were not aware the work was for a transformation programme. The Chief Executive, had delegated authority to appoint the contractor, but not in consultation with the lead member. Therefore, the Chief Executive did not consult with the leader or members to explain why GateOne were suitable or provide a report to evidence how they were appointed.

The contract was procured through a framework on a time and materials basis. This meant that the contractor was paid for hours worked not on outputs or deliverables. This limited the Council's ability to fix the price for certain activities based on delivery

of results and required closer monitoring of spend and activity to ensure it provided value for money. The Director designated to lead the programme did not appear to robustly manage the contract, agreeing an extension without considering returning the matter to Cabinet and authorising payment of invoices with no breakdown of outputs delivered or inputs. As a result, Gate One were given the impression that the work they were doing was effective and when the Director left, it was difficult for the Council to dispute payment of the invoices with GateOne.

A contract of this type needs close management, including whether deliverables were appropriate or timely, and this did not happen. No concerns on GateOne's performance were raised at the time by the Director of Transformation or the Chief Executive, the client lead and project sponsor for the contract.

It was evident that some of the work being undertaken by GateOne was outside the work outlined in the original business case approved by Cabinet in April 2019. This included organisational development, governance, member workshops and localities.

As a result, the transformation programme was not implemented well and has led to a staffing structure which is not fit for purpose and does not deliver the financial savings anticipated. Implementation of this programme was deemed to be a major contributor to the governance and financial issues identified in the Department for Levelling Up, Housing and Communities (DLUHC) commissioned Governance Review. Current staff still refer to the organisational damage caused by the failures of the Our Futures programme.

Aside from the annual budget reports, which contained details of delays in delivering anticipated savings and details of capital spend, there was no formal reporting mechanism back to Cabinet on the programme. This demonstrated very poor governance for such a costly and significant programme of change. This was a significant factor in the resulting non-delivery of results for a contract that cost the Council £2.8m. It appeared that Gate One were being commissioned to support a much wider level of activity than originally envisaged, including supporting on HR and ICT transformation. This resulted in individuals being charged out at day rates, sometimes multiple officers on the same day, for activities that could have been commissioned via an agency worker arrangement at lower cost. It should also be noted that the Transformation programme did not feature on the corporate risk register.

It is easy to hold Gate One responsible for the failures in delivery of the Our Futures programme, however it was the Council that was responsible for commissioning and managing the programme and Council officers who procured and managed the contract. Issues were flagged including by an LGA external review, the results of which were presented to the Audit and Corporate Governance Committee.

It is essential that the Council learns from the mistakes made. The Council has reviewed its Procurement Review Board to ensure this has an appropriately strategic focus. This Board ensures all procurements are managed appropriately with clear outcomes.

To improve outcomes the Council has set up a new Programme Management Office, dispensed with as part of the transformation programme.

Major contracts must have contract managers assigned with the appropriate level of experience and specialist training has been provided to key officers with responsibility for strategic commissioning activity.

Members must also ensure that work programming is focused on corporate priorities. It is surprising that despite the Our Futures programme being a major project to transform the Council, it was not reported on the corporate risk register, was not part of the internal audit programme and was not subject to periodic reporting to Cabinet or Overview and Scrutiny. Members should be curious and ask questions, ask to see evidence and data – this is scrutiny's role in particular.

### **Matrix**

The Matrix contract's purpose and how it was procured was outlined during the evidence gathering session. The key driver for this contract is the organisation's need for good quality specialist roles where there are national shortages.

In 2013, Matrix was procured through a procurement process to provide workers through a neutral vendor model. This contract ended and a further procurement exercise was undertaken, in 2019. Matrix were confirmed as the preferred providers but on this occasion, to provide the services through a hybrid model. The hybrid model allows us to have better control on the types of temporary labour contracts we have including rates and charges, as opposed to the previous model where agencies would control fees and charges. Matrix benchmark against current market rates to ensure we are getting value for money. Moving to the hybrid model has reduced costs by £40,000 per annum, by being able to source temporary labour through CDL, and approximately £300,000 per annum through reduction of agency margins. The new contract was effective from January 2020 and has given the council more control and better reporting, including centralised records regarding the engagement of agency workers, which was not in place previously.

Every organisation has a need for temporary workers – there are peaks and troughs which require temporary workers to cover the gaps. There is an added pressure at Slough due to the Our Futures restructure, public criticism of the Council in relation to its governance and financial sustainability and the impact of the Council's financial deficit reducing the Council's ability to fund necessary staff recruitment. The Council is currently re-branding as an organisation to make Slough an attractive place to work. This has been successful in recruiting to vacant posts in Finance, following their restructure earlier in the year.

The recent audit of Matrix was included in the evidence pack reviewed by the Task and Finish group, this highlighted several actions that need to be addressed to ensure the Council is getting good value for money from the contract, and the requirement to reduce reliance on temporary labour to enable the Council to significantly reduce costs.

Management information on numbers of agency staff needs to be regularly and consistently provided to managers to ensure that expenditure on temporary labour is monitored by managers and to review why agency bookings are needed and what action is being taken to recruit permanent staff. The Council should also undertake periodic benchmarking exercises to ensure that bookings are in line with market rates and to ensure that the contract is delivering best value. The approach needs to be agreed with Matrix and where issues identified remedial action is taken in collaboration with Matrix. It should be noted that Matrix have contracts with several local authorities and therefore it should be easy to compare rates Slough Borough Council is paying compared to similar organisations.

The audit also identified the need to obtain Key Performance Indicator data prior to contract review meetings so this can be reviewed to identify any performance issues to be discussed with Matrix and this is documented during contract review meetings, this will evidence that there is scrutiny of Matrix's performance and evidence discussion of service delivery issues.

### **Osbourne**

The discussion focussed on the mechanisms in place to review performance of the Osbourne contract including the role of the operational and strategic management boards. The quarterly board meetings have up until now, been arranged on an ad hoc basis and the recent audit identified the need to standardise these and be more frequent to hold the contractor to account.

Historically the amount of detail on performance provided was inadequate and more key performance indicator information is needed to determine how the contract is performing. For example, what percentage of jobs are coming from the same tenants and the number of repairs completed in one visit.

It was acknowledged that performance varies in the contract, this was evidenced in the report the Task and Finish group received from the Extraordinary Neighbourhood and Community Services Scrutiny Panel in April 2022. Whilst performance on compliance work and planned works is good, the number of tenants not satisfied with responsive repairs is considered too high at 20%. The low penalty clause in the contract means that there is insufficient incentive for the contractor to get it right first time and performance measures focussing solely on the number of jobs attended rather than how many jobs are successfully completed does not adequately determine how well the contract is performing. This is being addressed through more formalised, frequent, and standardised board meetings to monitor the contract.

Tenant satisfaction levels are not acceptable, with 20% of tenants not satisfied with responsive repairs. The reasons why tenants are not satisfied is regarding the amount of time for the job to be done or where jobs are not completed. Communication with tenants is one of the causes of complaints – management of their expectations is needed to reduce this.

Osbournes are catching up with a legacy of jobs not completed, this was due to a backlog created during the Covid lockdowns. As this occurred two years ago the contractor need to get more resource assigned to clear this. The knock-on impact

for the customer will be that more resource will ultimately be freed up to get more jobs done.

The contract has been in place for 5 years, extension is due in December 2024, the council will be looking at options regarding extension or re-procurement.

#### 6.5 A summary of the key lines of enquiry is as follows:

Area	Key questions	GateOne	Matrix	Osbourne
Planning and governance	Contract ownership is clear, with the budget holder, senior responsible owner (SRO), and contract manager clearly defined	Clear project sponsor but the contract manager and senior responsible officer roles got blurred – there wasn't a contract manager in place	Responsible owner is clear, and Contract Manager is responsible for managing the day-to-day relations with Matrix and relationship between SBC and Matrix to review any issues with delivery of the contract. This includes issues with individual workers	There is a contract manager, SRO and budget holder identified
	Contract management issues and performance are reported through the governance structure with senior level engagement	No there was no clear governance structure in place	Bi-monthly monitoring meetings, with senior management of Matrix	Strategic management board with senior representatives All performance measures are circulated
People	The contract manager has a detailed knowledge of the contract and other relevant issues, such as service level agreements, and ongoing supplier performance	No contract manager No deliverables set Time materials basis – GateOne officers not necessarily being used in the right way	Contract manager has knowledge of the contract and relevant issues on service level agreement. Any concerns are discussed either as they arise during the contract on a day-to-day basis or addressed at the monitoring meeting, dependant on the urgency or nature of the issues arising.	All stakeholders are aware of what is expected regarding responsive repairs and planned works. Some aspects of the contract are not being delivered but are not essential to the main outcomes – e.g. additional pieces not deliverable because of the pandemic.  The core of the contract is being delivered.
Administration/ Managing performance	There is regular and ad hoc reporting of contract management information. Supplier performance is assessed using clear, objective and meaningful metrics	See above There is some evidence that GateOne were setting out what the project should achieve, without a separation of function between management of the	There is quarterly reporting to the Employment and Appeals Committee (EAC) members. A Temporary staffing report is produced on agency spend and activity including	Key performance indicators were revised in October 2021, to ensure the right things were being measured. They have tracked improvement and

Area	Key questions	GateOne	Matrix	Osbourne
		project and management of the contract with the delivery partner.	responses to any ad-hoc requests for management information on agency data or Freedom of Information requests. Metrics are reported on a quarterly basis at EAC and reviewed on Monthly monitoring meetings	reflect the service delivered.
Managing relationships	Both regular structured and informal communication routes between the contract manager and supplier are open and used; customer and supplier staff are co-located where appropriate.	No clarity over contract manager role No formal contract management meetings There were daily conversations but not on the management of the contract	The appointed Customer Success Executive, who is the liaison with the Contract Manager on day-to-day issues to manage the customer and supplier. HR business partners review spend and the need for continued use of agency workers with managers.	There is colocation with Osbourne which allows for formal and informal communication This is part of the contract that works well
	Problem resolution processes are well defined and used, and are designed to ensure minor problems do not escalate and cause relationship issues; a 'blame culture' is avoided (for example, through the use of a 'relationships charter' or similar document).	No concerns were raised with GateOne  No one was asking GateOne what SBC wanted to achieve	The relationship with Matrix is robustly managed and any problems or issues are quickly resolved with the Customer Success Executive, if any issues become challenging these are escalated to more senior Customer Success colleagues or Business Manager of Matrix which the Contract manager has regular access to. Customer expectations are clearly defined in the contract and Service Level Agreement with Matrix.	There is a problem resolution template but never have to use it – issues are regularly discussed inside and outside of meetings. There isn't a blame culture – but people are held to account  Co-location means issues can be resolved quickly before they escalate.

## 7. Themes

7.1 Through review of the evidence packs, discussion with the contract manager and review of the key lines of enquiry, a number of themes have been identified by the Task and Finish group as lessons learned for the review.

### Procurement

7.2 Ensure the beginning of the procurement process is well managed, and evidence based. Ensure that Members are properly consulted and provided evidence of decisions in writing and their agreement is clearly sought. Where

authority is delegated to an Officer for the award of high value/high risk contracts, this should be in consultation with the lead member. Ensure that the specification developed and procurement that is undertaken is done in the most appropriate way for the service being provided. For example, if management consultancy is appointed on a time and materials basis, client-side resources need to be in place to ensure the consultants are being used appropriately and provide value for money. Have clear outcomes and deliverables to assess the success of the arrangement and ensure that objectives are achieved.

### **Key Performance Indicators**

- 7.3 Meaningful performance indicators are required to ensure that there are no perverse or unexpected consequences from them. Where they are loosely defined, it will lead to performance issues not being brought to the fore. For example, a contract that specifies performance that is measured on a sample, will miss parts of the contract that are underperforming and as a result, give an inaccurate view of performance as a whole. This will have knock on impacts for residents. KPI's should be reviewed on a regular basis at contract review meetings.

### **Dedicated contract management**

- 7.4 Where there is a dedicated contract manager, the contract will perform better than where none is in place, this needs to be supported by governance and mechanisms where the contract can be regularly reviewed, and issues can be escalated in a timely manner. It must be noted that failure of a contract is the client's responsibility.

### **Re-Procurement**

- 7.5 Contract re-procurement needs to be planned and options considered based on the performance of the contract to ensure that re-procurement activity does not repeat the mistakes made in the previous procurement.

### **Reporting and risk assessment**

- 7.6 Regular reporting to Cabinet and Scrutiny must be done for high-risk projects, and those must be risk assessed using a standardised framework similar to that used to select contracts during this review.

### **Problem resolution**

- 7.7 Contract managers should use informal and formal mechanisms to resolve disputes, where there are problem resolution templates in place, these should be used to escalate issues that cannot be resolved informally.

## **8. Recommendations**

- 8.1 In reviewing the key themes, the Task and Finish group have made the following recommendations in the report:

- 8.1.2 The start of the procurement process must be well managed, with clear outcomes and deliverables in the procurement specification,

which include outcomes-based deliverables, gateways, monitoring, timelines, milestones and reporting.

- 8.1.3 When assessing tenders for work they should be scored against the outcomes and deliverables in the specification and the results retained as evidence.
- 8.1.4 Where authority is delegated to Officers for the award of a high value/high risk contract, this should be in consultation with the lead member. Members must be properly consulted with evidence of decisions in writing and their agreement clearly sought.
- 8.1.5 Council staff must follow a proper governance process, as set out in the updated Contract Procedure Rules, including having an effective and up to date forward procurement plan.
- 8.1.6 Cabinet reports for procurement must set out the evidence base for a particular recommendation and have an effective options appraisal as part of the report. Consideration should be given to phasing procurement and reserving future decisions to Cabinet for high value / high impact commissioning.
- 8.1.7 Contracts on the Council's contract register must be risk assessed to identify the scale of the risk for each contract. This should be done using a standardised risk assessment matrix that considers contract value, business value and impact, sourcing and contractual complexity, and performance. This will ensure that mitigations are put in place to proactively manage risks.
- 8.1.8 There must be a dedicated contract manager for high-value/impact contracts identified through the risk assessment process. This officer should be appropriately trained and should have responsibility for monitoring the contract and ensuring compliance with the contractual requirements. The officer should keep records of contract meetings and should convene formal monitoring meetings as required by the contract. The officer should raise any risks with the relevant Executive Director. The officer should have access to legal and finance advice, as required, to assist with their role.
- 8.1.9 Meaningful Key Performance Indicators must be developed for contracts and reviewed and followed up regularly at contract review meetings to ensure that any performance issues are discussed and challenged accordingly. For more significant commissioning arrangements, contract review meetings should include operational and strategic meetings with key officers in attendance. These meetings should be confidential to allow for full and frank discussion, with opportunity to agree minutes to be put in the public domain where updates are to be provided to a formal member meeting. If a contractor is invited to attend a formal Member



meeting, consideration should be given to allowing this to take place in Part 2 to allow for a more detailed discussion about any issues.

- 8.1.10 A standardised framework for contracts should be implemented, which includes a contract management plan for each contract, tailored to take account of value and impact of the contract. This considers important mechanisms for the management of a contract, including roles, responsibilities and governance, dispute resolution, key performance indicators, and exit plans.
- 8.1.11 When commissioning management consultancy, consideration should be given to the payment mechanism and if this is on a time and materials basis, there should be close monitoring of the value being delivered via this arrangement and consideration of alternatives, such as recruiting in-house resource.
- 8.1.12 When commissioning services, ensure that decisions are informed by data, including benchmarking data where available, to demonstrate value for money for Slough's residents.
- 8.1.13 Ensure there is an effective mechanism to review commissioning activity, including reviewing whether the arrangement delivered on the intended strategic aims and capturing any lessons learned. Regular reports should be presented to CLT and the Lead Member responsible for contract management.

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**MEMBERS' ATTENDANCE RECORD 2022/23**  
**OVERVIEW AND SCRUTINY COMMITTEE**

COUNCILLOR	16/06/22 (Note: Scrutiny Training & Work Programming held, not a formal meeting)	14/07/22	15/09/22 Cancelled	13/10/22	17/11/22	01/12/22 (Extraordinary)	02/02/23 (Moved from 12 <sup>th</sup> January 2023)	15/02/23 (Extraordinary)	23/02/23	16/03/23
Gahir (Chair)	-	P		P	P	P				
Matloob (Vice-Chair)	-	P		P	P	P				
Akbar	-	P		P	P	P				
Bal	-	P		P	P	P				
Basra	-	P		P	P	P				
P Bedi **					P	P				
Kaur	-	P		P	P	P				
M Malik	-	P		P	P	P				
S Malik	-	P		P	P	P				
Strutton **	-	P		Ab						

P = Present for whole meeting    P\* = Present for part of meeting    Ap = Apologies given    Ab = Absent, no apologies given

\* The formal Committee meeting scheduled on 16<sup>th</sup> June 2022 was not required as all Panel appointments had been made at Annual Council in May 2022. The session was used as an all scrutiny training and work programming event.

\*\* Councillor Strutton resigned from the Committee on 28<sup>th</sup> October 2022. On the nomination of the Conservative Group, Councillor P Bedi was appointed to the vacancy on 7<sup>th</sup> November 2022 under delegated authority to fill casual vacancies.

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