

Date of issue: Friday, 5 July 2019

<b>MEETING:</b>	<b>CABINET</b> Councillor Swindlehurst  Councillor Hussain  Councillor Anderson  Councillor Carter Councillor Mann Councillor Nazir Councillor Pantelic Councillor Sadiq	Leader of the Council and Cabinet Member for Regeneration & Strategy Deputy Leader of the Council and Cabinet Member for Governance & Customer Services Transport & Environmental Services Inclusive Growth & Skills Planning & Regulation Housing & Community Safety Health & Wellbeing Children & Schools
<b>DATE AND TIME:</b>	<b>MONDAY, 15TH JULY, 2019 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>VENUS SUITE 2, ST MARTINS PLACE, 51 BATH ROAD, SLOUGH, BERKSHIRE, SL1 3UF</b>	
<b>DEMOCRATIC SERVICES OFFICER: (for all enquiries)</b>	<b>NICHOLAS PONTONE</b>  <b>01753 875120</b>	

NOTICE OF MEETING

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



**JOSIE WRAGG**  
Chief Executive

**AGENDA**

**PART I**



<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
1.	Declarations of Interest	-	-
	<i>All Members who believe they have a Disclosable Pecuniary or other Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>		
2.	Minutes of the Meeting held on 17th June 2019	1 - 10	-
3.	SBC Annual Report 2018/19	11 - 46	All
4.	Charter for Cleaner Air	47 - 54	All
5.	Transport for the South East - Transport Strategy Consultation	55 - 106	All
6.	<b>Approval of Service Plans</b>	107 - 114	All
7.	LGA Corporate Peer Challenge - Draft Action Plan	115 - 146	All
8.	<b>References from Overview &amp; Scrutiny</b>	147 - 190	All
	<ul style="list-style-type: none"> <li>• Recommendations from Health Scrutiny Panel, 27<sup>th</sup> June 2019: Disability Task &amp; Finish Group</li> </ul>		
9.	Notification of Forthcoming Decisions	191 - 200	All
10.	Exclusion of Press & Public	-	-
	It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).		
<b>PART II</b>			
11.	<b>Compulsory Purchase Orders for Long Term Empty Properties</b>	201 - 222	All

## Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 17th June, 2019.**

**Present:-** Councillors Swindlehurst (Chair), Hussain (Vice-Chair, from 6.47pm), Anderson, Carter, Mann, Nazir and Pantelic

**Also present under Rule 30:-** Councillors Gahir, Sharif, Strutton and Wright

**Apologies for Absence:-** Councillor Sadiq

**PART 1**

**1. Declarations of Interest**

No declarations were made.

**2. Minutes of the Meeting held on 15th April 2019**

**Resolved –** That the minutes of the meeting of the Cabinet held on 15<sup>th</sup> April 2019 be approved as a correct record.

**3. Ruling Group Manifesto**

The Cabinet received the Slough Labour Party Manifesto for the Borough elections held on Thursday 2<sup>nd</sup> May 2019.

Lead Members formally agreed to adopt the Manifesto commitments as Council policy for delivery in the next year. It was noted that an update on progress be received by the Cabinet quarterly with the Performance and Projects report.

**Resolved –**

(a) That the Slough Labour Party 2019 manifesto be formally adopted as Council policy for the period until the next Borough elections in May 2020.

(b) That regular updates on the progress of implementing the manifesto be presented to the Cabinet throughout the municipal year.

**4. Cabinet portfolios and responsibilities**

The Cabinet formally noted the portfolios and responsible Lead Members appointed by the Leader of the Council, as detailed in Appendix A to the report. It was also noted that the Leader had appointed Councillor Sabia Hussain as Deputy Leader of the Council in accordance with Part 2 Article 7 (10) of the Constitution.

The Leader had made a number of adjustments to the portfolios and responsibilities to reflect key priorities for the year ahead. These included

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merging housing and community safety so that the portfolio could take an holistic approach to neighbourhoods. A new portfolio of Inclusive Growth & Skills had been established to focus on ensuring local people benefited from the employment and skills opportunities arising from future economic growth. Transport and Environmental Services had been brought together to lead on issues such as clean air.

### **Resolved –**

- (a) That the Cabinet portfolios and responsible Lead Members, as appointed by the Leader of the Council, be noted.
- (b) That the appointment of Councillor Sabia Hussain as Deputy Leader of the Council be noted.

## **5. Revenue Financial Report 2018-19 (Provisional Outturn)**

The Service Lead Finance introduced a report that provided the Cabinet with the provisional revenue outturn for the 2018/19 financial year. The Council's approved revenue budget for 2018/19 was £105.422m and the provisional outturn was £105.473m. There was provisional overspend of £0.051m, which was 0.05% of the budget, and this was a significant improvement on the forecast overspend of £3.275m reported at the end of the third quarter of the year.

The main reasons for movement since quarter 3 were summarised and it was noted that areas of overspend during the course of the year, such as temporary accommodation, schools PFI and adult social care had received some base budget growth for 2019/20 that should better reflect the increasing costs and pressures on these services. It was noted that the Council had published its draft statement of accounts and these would be subject to audit by Grant Thornton. The Cabinet welcomed the work that had been done to achieve an effectively break even position by year end, given the significant financial pressures on local authorities.

*(Councillor Hussain joined the meeting)*

The report also sought approval for virements and write off requests and agreement to commence tendering for residential property leasehold insurance. These were considered and approved.

### **Resolved –**

- (a) That the provisional outturn financial position of the Council for 2018/19 be noted;
- (b) That the budget virements as listed in paragraph 7 of the report be approved;

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- (c) That the write offs as requested in paragraph 8 of the report be approved;
- (d) That the commencement of a procurement process to procure residential leasehold property insurance for a term of three years with an option to extend for another two years, starting 1st April 2020 be approved;
- (e) That the write off of The Age Concern arrears of £154,245.90 (inclusive of VAT) as requested in paragraph 10 of the report be approved.

### 6. Capital Monitoring Report to 31st March 2019

The Service Lead Finance introduced a report that summarised the spend against capital budgets for the 2018/19 financial year.

The revised capital budget for 2018/19 was £239m of which £177m had been spent on a wide range of projects as detailed in the report and appendix. The Cabinet noted the various reasons for the underspend which included reprofiling and completing projects such as the A332 Widening & Tuns Lane Transport Scheme and the new leisure project under budget. There was some unspent budget from the capital allocated to James Elliman Homes and the Strategic Acquisition Board as suitable properties and investments had not become available during the year. These underspends would be carried forward and available to invest when opportunities were identified. When such reasons were stripped out, slippage was 9.7% which was well below historic levels.

Lead Members commented on the benefits that a number of the capital schemes would deliver in the future including school expansion projects, new homes and investments to generate income to the Council and support frontline services. The Cabinet agreed the importance of investing the allocated resources to James Elliman Homes at the earliest opportunity to address the pressures on temporary accommodation and it was noted that further progress had been made since the end of the reporting period of 31<sup>st</sup> March 2019.

At the conclusion of the discussion the report was noted.

**Resolved** – That the capital monitoring report for 2018/19 be noted.

### 7. Regulatory Services Fees Increases

The Lead Member for Planning & Regulation introduced a report that proposed increases in fees to cover the cost of delivery for three discretionary services provided by Regulatory Services. The proposed increases were for the following fees:

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- EU Settlement Scheme – advice from the Government had recently changed to allow local authorities to charge a local cost recovery rate. A rate of £20 per appointment had therefore been established.
- Safer Food Better Business – increased printing cost for the hygiene management pack called ‘Safer Food Better Business’ necessitated an increased fee from £12 to £18.
- Pre-Application Advice, Application Assistance and a ‘Check and Send’ Service – this would provide support to those navigating the often complex license application process and a fee of £75 per hour was proposed which was the same formula as for similar services in the trading standards and food safety teams.

After due consideration the Cabinet approved the fees as set out in the report.

### Resolved –

- (a) That the fee for EU Settlement Scheme document and identification verification support delivered by the Registration Service be increased from £14.00 to £20.00;
- (b) That the fee for provision of the Safer Food Better Business pack provided by the Consumer Protection Service be increased from £12 to £18; and
- (c) That the fee for the new provision of Pre-Application Advice, Application Assistance and a ‘Check and Send’ Service by the Licensing Team be set at a cost recovery rate of £75 per hour, in line with similar service fees.

## 8. Performance & Projects Report Q4 2018/19

The Cabinet received a comprehensive presentation from the Performance Insight Manager and the Strategic Programme Management Office Manager on the latest performance information for the fourth quarter of the 2018/19 financial year. The report included progress against the corporate balanced scorecard indicators; the 26 projects in the portfolio; and the delivery against manifesto commitments.

It was noted that of the 16 high level indicators with a RAG status in the corporate balanced scorecard, 10 were rated ‘green’, 2 ‘amber’ and 4 ‘red’. There had been improved performance in the fourth quarter in direct payments, health-checks, temporary accommodation and Business Rates income. The four ‘red’ indicators included the Key Stage 4 attainment gap for disadvantaged pupils, physical inactivity and crime rates. Recently published data showed that there had been a marked increase in the take up of healthchecks following the significant amount of work done by the public health team with partners in the NHS and communities. The Cabinet considered the contextual factors impacting on performance the actions being taken to address the position.



There were 26 projects in Council's portfolio of which 6 were 'red' rated. However, it was noted that there had been positive progress made on several areas since the end of the reporting period at the end of March 2019. Of the 57 manifesto commitments, 94.7% were rated 'green' and the remainder were 'amber', highlighting that good progress had been made. The reporting arrangements for the new manifesto commitments would need to be finalised and Members requested that this include the progress on ongoing actions.

At the conclusion of the discussion, the report was noted.

**Resolved** – That the Council's current performance as measured by the performance indicators within the balanced scorecard, the progress status of the gold projects and the manifesto commitments be noted.

## **9. Homelessness Prevention Strategy**

The Lead Member for Housing & Community Safety and the Service Lead Housing Services introduced a report that sought approval for the homelessness prevention strategy which included the rough sleeping and single homeless reduction plan. It was a requirement for local authorities to publish a homelessness strategy every five years under the Homelessness Act 2002.

There was a continued increase in homelessness numbers nationally and locally and the plan addressed the issues by taking a collaborative approach with partners and by allocating resources more appropriately. The number of homeless households in temporary accommodation in Slough has risen sharply in recent years, although the work done including through James Elliman Homes was starting to have a positive impact with a reduction from 470 to 440 in the past year. It was recognised that the Council would need to work closely with statutory and voluntary sector partners more closely and this was a key aspect of the plan. There was also a strong theme of prevention to try to stop households becoming homeless and the plan included a range of actions to support people in this regard.

In relation to the plan to address the problem of rough sleeping the approach included actions to work with private landlords and to extend night shelter provision. The outreach team was in place to provide support and enforcement activity was sometimes necessary to deal with anti-social behaviour issues in certain locations.

The Cabinet welcomed the plan in setting a strategy for dealing with an important and complex issue. Additional funding had been put in place this year and the plan would help to maximise the impact of the available resources. Lead Members had a wide ranging discussion about the factors contributing to the rise in homelessness including high and rising housing costs, benefit changes and the provision of other services to support people with mental health, drug and alcohol issues. It was recognised a number of nearby authorities placed people in Slough and this created pressures on

housing and other services. Officers were working on an out-of-Borough policy for the Council and it was anticipated this would be considered by the Cabinet at a future meeting. Lead Members also commented on the importance of linking up the skills and employment opportunities to the housing strategy as employment was a significant factor in achieving long term, sustainable outcomes for people.

At the conclusion of the discussion the Cabinet approved the strategy and plans as set out in the appendices to the report.

**Resolved –** That the homelessness prevention strategy and the rough sleeping and single homeless reduction plan be approved.

#### **10. HQ Town Centre Relocation Update**

The Director of Finance & Resources introduced a report that updated on the HQ relocation project at 25 Windsor Road and the proposed use of different assets.

Lead Members were informed that the fit out of 25 Windsor Road was progressing well and the building may be available to begin a phased move from July 2019. The construction, technology, access and transport issues were progressing and the main IT transformation would begin once the Council had control of its assets after November 2019. Since the decision to acquire the property in May 2018 a number of decisions such as bringing Arvato services back in-house had impacted on the original business case. It had been decided that the 180 staff transferring back to the Council would primarily be based at the new HQ.

It was also noted that front of house staff currently based at Landmark Place would be transferred to Cornwall House when the existing lease for LMP expired in May 2020 and the opportunities to move some provision into other satellite buildings would be explored through the Localities Strategy. East Berkshire Clinical Commissioning Group had expressed an interest in leasing space at St Martin's Place which may provide an opportunity to retain the building as a Community Hub. This option was being explored and was anticipated to come back to Cabinet for a decision in the Autumn.

The Cabinet discussed the plans and was reassured that the revised costs and benefits had been reviewed and the overall financial outcome was not adversely impacted from the business case approved by Cabinet in 2018. Speaking under Rule 30, Councillor Strutton raised a number of issues about the impact of reduced rental income at 25 Windsor Road, insurance and IT issues. The Director responded to the points raised and confirmed the appropriate insurance was in place. The update was noted.

**Resolved –**

- (a) That the progress in making 25 Windsor Road (25WR) available to use as the Council's HQ be noted;

(b) That it be noted that the remainder of the Ground Floor and the entire 4th Floor at 25WR were being fitted-out to support the requirement to accommodate:

- approximately 180 staff being transferred back in-house from Arvato;
- a Post Room and an IT Workshop.

(c) That it be noted that the 5th floor would continue to be made available for commercial let to a third party.

## **11. Proposed Commercial Committee**

The Project Manager, Regeneration introduced a report that proposed the introduction of a new Commercial Sub-Committee.

The Council had a range of boards, strategies, joint ventures and commercial companies in place to deliver regeneration and generate income that supported front line services. These included Slough Urban Renewal, the Strategic Acquisition Board, James Elliman Homes and the DSO/Teckal. There was not currently a single strategy to align this activity and a Commercial Strategy was being prepared to direct activity. The introduction of a Commercial Sub-Committee would strengthen the governance structures to oversee the strategy and performance. It would be a sub-committee of the Cabinet composed of four Lead Members with the relevant portfolios. If it was agreed to established the Sub-Committee, the terms of reference and Commercial Strategy would be considered by Cabinet in September 2019.

Speaking under Rule 30, Councillor Strutton asked if the Sub-Committee would be open and transparent. The Chief Executive confirmed that as Cabinet Sub-Committee it would operate in much the same way as other committees with non-executive Members able to attend as per the Access to Information procedure rules and the Sub-Committee would only meet in private where exempt information was likely to be disclosed.

The Cabinet welcomed the establishment of the Sub-Committee and approved the recommendations.

### **Resolved –**

- (a) That to recognise the important role that Commercialisation would make in financing high quality outputs, outcomes and services in the future, a Commercial Committee comprising four elected members be established.
- (b) That it be agreed that the fundamental role of the new Committee would be to maximise existing and future commercial and business development opportunities in accordance with the contents of the report.

- (c) That it be noted that the Commercial Committee would develop a Commercial Strategy and Action Plan that would be subject to Cabinet approval.
- (d) That the Service Lead Governance be instructed to arrange for any necessary changes to the Constitution to be presented to Council for adoption, following approval by the Monitoring Officer, to enable the work of the Committee to begin as soon as possible.
- (e) That it be noted that induction would be arranged for the members of the Committee in accordance with the contents of the report following their appointment, including training on commercialisation and business development.
- (f) That the proposal to introduce a dedicated finance resource associated with the role of the Commercial Committee and emerging Commercial Strategy be agreed and that delegated authority be given to the Director of Finance to resource this proposed new post.
- (g) That it be noted that an update report be brought to Cabinet by September 2019 that would include the proposed Commercial Strategy and Action Plan. The report would also include the Terms of Reference which will, if approved, be reported to Council.

## **12. LEP's Berkshire Local Industrial Strategy Consultation Response**

The Director of Regeneration introduced a report that set out the proposed response to the consultation on the Berkshire Local Industrial Strategy (BLIS) Framework Document.

Local Enterprise Partnerships had been tasked with producing Local Industrial Strategies in the 2017 White Paper to seek to boost economic competitiveness. Thames Valley Berkshire LEP had framed the BLIS around three 'locally-defined imperatives' as set out in section 5.2 of the report. The key themes and issues for Slough were set out and it was proposed that these form the basis of the Council's response. Lead Members supported the proposed response and it was agreed that delegated authority be given the Service Lead Economic Development to finalise and submit the response.

### **Resolved –**

- (a) That the Berkshire Local Industrial Strategy, as at Appendix A, be endorsed.
- (b) That delegated authority be given to the Service Lead, Economic Development to respond to the consultation based on themes set out in paragraph 5.4 of the report.

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### **13. References from Overview & Scrutiny**

There were no references from Overview & Scrutiny.

### **14. Notification of Forthcoming Decisions**

The Cabinet considered and endorsed the Notification of Decisions published on 19<sup>th</sup> May 2019 which set out the key decisions expected to be taken by the Cabinet over the next three months.

**Resolved** – That the published Notification of Key Decisions for the period between May to August 2019 be endorsed.

Chair

(Note: The Meeting opened at 6.34 pm and closed at 8.21 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 July 2019

**CONTACT OFFICER:** Dean Tyler, Service Lead – Strategy and Performance  
(For all enquiries) (01753) 875847

**WARD(S):** All

**PORTFOLIO:** Councillor Hussain – Transformation & Performance

**PART I**  
**NON-KEY DECISION**

**SBC ANNUAL REPORT 2018-19****1. Purpose of Report**

1.1 To provide the Cabinet with a draft Annual Report of the Council's progress and achievements against the Five Year Plan for 2018-19.

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

2.1 The Cabinet is requested to recommend that the draft Council's Annual Report for 2018-19 be approved.

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

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

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

The Five Year Plan has been developed using the evidence base of the Joint Strategic Needs Assessment and the Slough Story.

**3b. Council's Five Year Plan Outcomes**

The Annual Report sets out achievements against the five outcomes in the Five Year Plan 2018/1-2023:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

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

- (a) **Financial** – The Annual Report includes a summary of the budget for 2018-19.
- (b) **Risk Management** – There are no identified risks associated with the proposed actions.
- (c) **Human Rights Act and Other Legal Implications** – There are no direct legal or Human Rights Act implications.
- (d) **Equalities Impact Assessment (EIA)** – There is no requirement to complete an EIA in relation to this report.

#### **5. Supporting Information**

- 5.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges faced; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.
- 5.2 The Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with communities and putting people first in everything the council does.
- 5.3 The Five Year Plan is updated every year and an Annual Report is also produced to demonstrate progress against the Five Year Plan. The Annual Report includes case studies and performance indicators setting out how priority outcomes are being delivered.
- 5.4 The final version will be designed and formatted to include photographs that sit alongside the highlights and case studies for publication on the Council's website with a limited print run of hard copies.

#### **6. Comments of Other Committees**

- 6.1 We have worked with the Leader and all Cabinet Members to ensure that the priority outcomes in the Five Year Plan reflect the political priorities of the Administration. The Council's Overview and Scrutiny Committee will discuss the Annual Report on 11 April 2019.

#### **7. Conclusion**

- 7.1 The Annual Report is an opportunity to reflect on progress and achievements against the commitments in the Five Year Plan.

#### **8. Appendices Attached**

- 8.1 Appendix A – Draft Annual Report 2018/19

#### **9. Background Papers** – None



# **DRAFT Annual Report 2018/19**

## Contents:

1. Foreword - Leader of the Council
2. Introduction - Chief Executive
3. Personal Stories
4. Progress against Outcomes
  - Outcome 1
  - Outcome 2
  - Outcome 3
  - Outcome 4
  - Outcome 5
5. Budget
6. Performance Scorecard

# 1. Foreword - Leader of the Council

This Annual Report sets out the Council's achievements during the past year towards delivering the objectives in our Five Year Plan.

The outcomes in our plan set out a clear path and key strands of work to deliver our vision for Slough as a place of 'opportunity and ambition.'

I was elected as Leader of the Council in November 2017. I appointed a new cabinet and we refreshed the Five Year Plan early in 2018. This 2018-19 report is therefore the first full year of performance under my leadership of the Council. During 2018, we also appointed a new chief executive, Josie Wragg, with cross party support. Josie has been able to build on the work our team of directors have been delivering; and I thank them for their hard work and dedication.

During 2018/19 Slough Council, with its partners, has:

- Ensured financial stability, by setting a balanced budget not only for 2019-20 but through to 2022
- Helped supply good quality homes, through the completion of 846 net new dwellings, starting the construction of a further 865 and producing plans for up to 511 new council homes on former garage sites
- Improved the quality of local children's services, with our Children's Trust attaining a higher- ranked 'requires improvement to be good' rating at its Ofsted inspection in 2019.
- Continued working to make Slough an attractive place to live, work and stay - developing a cultural arts strategy, securing £3 million of Arts Council funding to support our work and creating a Business Improvement District following a successful business ballot.
- Taken action to lower carbon emissions and improve air quality by publishing the town's first Low Emissions Strategy and producing a 20 year transport vision to make public transport the dominant mode of transport in Slough
- Made significant progress to help residents manage their own care needs, with the integration of health and social care as part of the Frimley Integrated Care System.

We know that local government will continue to be under pressure as funding from central government reduces year on year and Slough is no exception. Despite this I am proud of the innovative ways in which we have approached the delivery of local services to our communities.

In the annual report we have set out a series of case studies and key statistics to evidence delivery of our achievements for our residents, businesses and visitors.

I would like to also thank our staff for the work they do every day to provide quality services to our residents.

Councillor James Swindlehurst  
Leader of the Council

## 2. Introduction - Chief Executive

The single most striking impression that Slough has had on me since I joined in October 2018 is the enthusiasm and dedication of our staff to delivering the best outcomes for our communities.

I was delighted to be given the opportunity to join such a vibrant team and place – the opportunities we have are enormous, and while we have considerable challenges along with all local authorities, we have a proud track record of delivery and a plan for the future.

The Leader has highlighted just a few of the many achievements over the past year and there are many more in the annual report.

The key challenge set to me by the Leader was to ensure that the Council is fit for the future and has a plan to weather the storm ahead which will include acute pressure on our budget and the ongoing uncertainty of Brexit.

As such, our Transformation journey has begun with the development of a business case to deliver a new Operating Model for the Council which was signed off by Cabinet in April. I have been keen to spend as much time as possible with staff talking about the issues that frustrate them in their ambition to do the best job for Slough. As part of this I have attended over 25 roadshows and as a result had the opportunity to engage with over half the staff group. I have talked through the challenges we face, listened to the points made by staff about the aspects of their work that need to change, and been greatly encouraged by their willingness and ideas for change.

The year ahead will see us implementing the change we have outlined and indeed some of this has already begun – in particular the early decision to end our contract with Arvato and bring IT back in house.

I would like to join the Leader in thanking staff for their service and commitment to delivering the best outcomes for Slough. I look forward to maintaining this momentum and seeing Slough go from strength to strength in the year ahead.

Josie Wragg  
Chief Executive

### 3. Personal Stories

- 1- Mavis is an 86 year old woman who lives alone in a home that she owns. Police officers visited her following reports that she had been burgled. She had no heating or hot water in her property. There were signs of a rodent infestation. She had some physical health issues and was starting to have falls. There were also concerns about financial abuse as Gary, a builder who had been undertaking work on Mavis' house for many months, had been carrying out work for cash and there had been occasions when he had accompanied her to the bank so she could withdraw money.

The first visit to Mavis was made by Police community support officers (PCSO's), who had already met her, a social worker and a trading standards officer. Mavis was supported by her neighbours, and Gary also attended for part of the visit.

Mavis was under the impression that she would be placed in a care home if she required support. The social worker explained that this was not the case; they assured her that she does not require that level of support and advised her neighbours that they were entitled to a carer's assessment for themselves, as they were undertaking a caring role. They said that they were able to support any assessments in the future, and Mavis was happy with this.

Trading Standards informed Gary to not carry out any work going forward and agreed with Mavis to discuss any future jobs being conducted. They also agreed to contact Fire Safety services to arrange an urgent home safety visit. A multi-agency clean-up of the house took place, with Mavis' permission, involving Police, Adult Social Care, neighbours and the Royal Berkshire Fire and Rescue Service.

With a specialist in hoarding providing practical support, Mavis agreed to complete essential tasks, including getting: pest control treatment, installation of telecare, heating and lighting restored, electrics made safe, a water leak repaired, telephone line reinstated, her garden tidied and smoke alarms in place. There are plans in place for Mavis' friend to act as her personal assistant to complete other tasks such as ongoing cleaning and another clear out of bulky furniture.

- 2- Greg is 45 years old and has a long term mental health condition. He is also a drug user. He is estranged from his family and has very little in the way of positive social support. Greg reported to the Police that he had been assaulted and had belongings taken, including the keys to his property and his bank cards. His flat had been taken over by drug dealers and he was too scared to return.

A multi-agency meeting was called between the Community Mental Health Team, Thames Valley Police (TVP) and Housing Services (including staff from the Enforcement team) to look at ways forward for Greg.

A referral was made to the Willow Project which offers crisis intervention, advocacy and longer term practical and emotional support. Housing Services arranged for emergency temporary accommodation out of area for Greg and paid for his transport there. A support worker from the Willow Project was able to meet with him and assist with an application for housing in that area. TVP carried out a forced entry to the property and were able to temporarily secure it.

Greg was supported to meet with his brother and reconnect. Because there was enough evidence to believe he was a victim of modern slavery, Greg was assigned a caseworker who found him accommodation in a different area with good links to drug and alcohol support services, mental health services and a family finding team to continue the work the Willow Project had started.

### 3- The Browns Project

Browns is a project funded by the Safer Slough Partnership to support people who have historically been difficult to engage and who have multiple social disadvantages. When Browns first started working with Joe he had no benefits. He was also not working with the council for housing and although he was attending probation, he was not able to complete the tasks requested of him between sessions. Since working with him, his situation has greatly improved. He has his benefits in place, he is in temporary accommodation, and he is engaged with his GP. His inappropriate attendance at the local A&E has reduced to zero and Browns have supported him in liaising with mental health services. By providing him with support around attending court, his GP, council, mental health and other appointments, Browns have greatly improved his chances of receiving support from the services available to him.

Julie's engagement with probation and other services was inconsistent and it was difficult to engage with her. When she started working with Browns her engagement increased and the support enabled her to reflect on how her choices had impacted on her life. The most important aspect of this work was the continual support from someone who wasn't emotionally connected to her family, and who was professional but in a solely supportive role. Speaking with Julie, Browns have been a fantastic support with her by attending court and social services meetings, as well as housing and budgeting meetings. She does not have this support outside of what Browns can offer, and without this support she would have struggled to stay as stable as she has.

### 4- Direct Payments for Carers

Mr P has been caring for his wife, who has a neurological disease, for several years and is supported by his family. He explained to his social worker that he has been feeling burnt out recently and would like a break as well as an opportunity to start a new hobby.

A carer's direct payment was agreed; Mr. P used it towards the costs of a three day fishing trip and equipment. He was able to take a break and now has a new, relaxing hobby that has introduced him to a new circle of friends.

## **4. Performance against Outcomes**

### **Outcome 1: Slough children will grow up to be happy, healthy and successful**

#### **Supporting families**

Families are the bedrock of our society, in whatever shape they exist. Their job is to support parents and children to help them to get the best start in life. Our job is to help them.

We now have a new Early Help Hub to help families who need extra help. This means that where children need guidance and support to get on the right path, we can work alongside parents, guardians, schools and carers. We are also planning to support parents who struggle to manage conflict by offering support and training.

#### **Stories and reading**

It's very easy to take reading for granted but many people in Slough struggle to read. It can be a challenge. Supporting children in developing their reading skills is one of the best ways to help them get a great start, at school, and in life.

We are working with parents, through workshops and demonstrations, to help them to read with their children. We've developed home reading bags and we've used our revamped Children Centre gardens for storytelling sessions.

St. Andrew's Way Children's Centre has been involved in an exciting project based on work by the National Literacy Trust and Reading University's Hello2you project.

It's about improving reading and language skills and understanding for children aged 3 to 5 years. This is helping to prepare children for learning in school. The more parents are involved in children's language development and understanding, the better they are likely to do in school.

Children behave differently outside. They are more confident socially, a key skill in later life. So we've focused on the role of the outdoors in their education. And it's working.

- Children at St Andrew's Way achieving 'as expected' in communication and language - up from 69% to 79% in April 2019.
- Attainment in Literacy increased from 49% to 81% in April 2019

## **Achieving at school**

In 2018/19 Slough children and young people have achieved excellent results. We're out-performing both national averages and our statistical neighbours.

In summer 2018:

- 74% of children achieved a 'Good' level of development at early years foundation stage (72% nationally).
- 69% of pupils achieved the expected standard of reading, writing and maths at Key Stage 2, (64% nationally)
- 57% of pupils achieved grade 5 or above in English and Maths GCSEs (43% nationally).

## **Schools**

We are continuing our ambitious, multimillion-pound investment in school building. Pupils and teachers are working in buildings and in classrooms that help them do their best work. We have new extensions, new buildings and new schools.

It's important that professionals, parents and pupils have up to date information. So this year we launched The Link website which provides details on Slough schools, our approach to school improvements and how we are working to help make schools more effective.

The feedback has been encouraging. Users value having a source of useful and up to date information.

## **Safeguarding – keeping children and young people safe**

Children must be kept safe. This is why safeguarding must be at the heart of what we do. We have introduced a new online safeguarding tool to improve the way we gather key information that helps us keep children safe. We've worked with schools to help them adopt best practice so that wherever Slough children are educated, they are as safe as possible.

All of our schools have adopted this approach. We are now using our safeguarding tool to build up a picture of ways in which we can further improve children and young people's safety. Throughout, we are able to provide feedback to our stakeholders.

## **Ofsted Inspection of Children's Services**

One of the challenges we have faced in Slough is in supporting children who need help, care and protection. These are deep-rooted problems. But we have made progress since we were inspected in 2015. In January 2019, these services were re-inspected and received the improved rating of 'requires improvement to be good'. The leadership teams at both the Trust and council have robust plans in place to ensure progress continues.

## **Supporting children with special educational and disabilities (SEND)**

It is vital that families are able to access impartial support and advice to them where their children may have special education needs and disabilities. This year there have been 521 referrals to our SEND Information Advice and Support Service.

We have also opened a new SEND resource base with places for 60 students with education, health and care plans where parents, carers and children will find a sensory room, 5 classrooms, 2 group rooms, a sensory room and a large entrance foyer that can also be used as a library area.

## **Hearing what young people think – and do**

Our Slough Youth Parliament has gone from strength to strength over the past year. There was a 95% turnout in the 2018 Make Your Mark Ballot - the second highest in the country.

Working with the Parliament we held the Slough Youth Awards which highlighted the success of our young people. We also supported the Women Leading Women event promoting equality for all, celebrating the achievements of Slough women and inspiring future generations.

## **Healthy mouths, healthy lives**

Healthy mouths contribute to healthy bodies and lives. We commissioned the 'Slough Healthy Smiles' project this year. This helped early years staff to develop the skills they need to support children in looking after their oral health. This took place through 39 information sessions - 176 hours worth of promotional activity. We have also been working with community dental practices in the Public Health England. 'Starting Well' initiative, supporting schools to supervise tooth brushing in Reception class and Year 1, and increasing the number of children and families using their local dentists.

## **Immunisations – keeping children safe**

Vaccinating children is more important than ever, particularly as trust has waned in parts of Europe. It is vital that parents can see the benefits both to their children and to our wider society in vaccinating their children. We launched a new #IamVaccinated campaign to help overcome myths around vaccination through advertisements and engagement with schools.

We have worked closely with the Berkshire Healthcare NHS Foundation Trust to ensure that primary school children are vaccinated against fl. We helped to promote the MMR 'mop up' programme and we worked closely with secondary schools to support the delivery of the HPV vaccine to 11 and 12 year olds.



## **Case study – Active movement**

### **The challenge we face**

Four in ten children in Slough start secondary school overweight or obese, higher than the national average of 34%. Adults too carry too much weight. 67% of adult residents are overweight or obese, compared to the national average of 62%.

### **How we're tackling it**

We commissioned 'Active Movement' programme in late 2017. It was a pilot with 2 children centres, 5 primary schools and 2 secondary schools aimed to explore how to work with pupils, teachers and their families to make being physically active part of the way that they live.

The programme is designed to educate and inspire children to be active. It will change over time as children mature, become more active and grow. It's about changing the way that they approach physical activity, making it part of their daily home and school lives.

Over the last year we have offered Active Movement to a further 18 primary schools, all 10 children centres, and to Slough Borough Council itself.

### **Impact**

- **Active Movement has already reached over 10,000 pupils**
- 44% of pupils increased physical activity levels outside of school
- The waist circumference only increased by 3.6% in the intervention schools compared to an increase of 19.8% in the control school.
- There was an 8% increase in children showing an expected level of progress in physical development compared with previous years in Chalvey Grove children centres
- There was a 5.2% increase in the number of children showing expected levels of development in managing their feelings and behaviour in Chalvey Grove children centres

### **Next steps**

We plan to commission the service across further early years sites in 2019, followed by offering the service to all secondary schools in September 2020.

## **Outcome 2: Our people will be healthier and manage their own care needs**

*Activity in Slough is increasing - bucking the national trend where more people are becoming inactive. It's a good start but there is much more to do.*

### **Making leisure part of life**

Being active is one the best ways to improve our lives. Activity is as good for our bodies as it is for our minds and our outlook. We will do whatever we can to help Slough people embrace being active.

- We opened four flagship leisure facilities this year: Slough Ice Arena, Salt Hill Activity Centre, Langley Leisure Centre and The Centre. This means that we now have swimming pools, ice-based fun, gym facilities and a large soft play area for 6 months to 9 year olds in the town.
- We've opened ten new green gyms. In the next year, everyone will have access to a free gym in a park in their area of Slough. We now have a network of 16 green gyms.
- Three of our parks meet the international standard of quality for parks and green spaces and have been recognised again in July 2018 with Green Flag awards.
- In the past year, Arbour Park's rooms and pitches were booked on over 1,600 occasions, generating an income of more than £180,000.
- Over a thousand people went for a run and a race this year after we brought back the Family Fun Run and Slough Half Marathon. These took place in October 2018 after an 18-year absence. 752 and 287 people signed up to Slough Half Marathon and Family Fun Run respectively. And despite bad weather conditions, 553 participants finished the Half Marathon.
- The Active Slough programme now offers over 100 sessions a week to people of all ages and abilities.

### **Growing leisure**

We have built a new allotment site at Moray Drive has been built on what was derelict land. This will give people who live nearby somewhere to grow their own food.

We installed new refurbished raised beds at Cherry Orchard allotments site in May 2018 to help mobility-restricted plot holders. And we're planning a new toddler play area for Upton Court Park to give families somewhere to meet and play.

## **Mental well-being**

Giving people autonomy and control over the services they use can help to promote mental well-being.

So alongside our Community Mental Health Team, we've been helping residents to become healthier and to better manage their own mental health care and support needs.

Last year, we increased the number of people receiving direct payments across all care groups from 405 to 552, well in excess of our 25% target. This year, we our target is a further 30% increase.

## **Enabling well-being**

Our overriding focus is on prevention, earlier interventions and reducing inequalities in mental health care in Slough, helping people to address their mental health issues before they become too difficult for them to manage.

Our enabling approach has allowed people to establish independence from crisis interventions. It has significantly improved the quality of mental health care in Slough.

We have been able to cut costs to both the council and NHS services. The creation of an in-patient discharge coordinator for Slough has allowed for more timely and appropriate discharge and improved quality of communication between Slough Counter Mental Health Team and in-patient services.

Our Pathway programme, launched this year and working with our Community Mental Health Team has improved access to high-quality mental health care that more integrated with other Slough services.

It's been described as a "whole-town" concept, recognising the people interact with many services and projects in different ways. In Slough, these include Hope College, the psychologically led Assertive Stabilisation Team ('ASSiST') EMBRACE (Therapeutic Group Programme), Hope House supported living project, Peer Mentors and Social Prescribers, which work across health, social care, local supported living and voluntary sector providers.

The key to this approach is working with people to understand their needs and to create services that allow them to improve their mental health. Our job is to enable people to take control, where they can, of their own mental well-being.

We launched the #NotAlone campaign, in October to coincide with World Mental Health Day and was designed to transform residents' mental health and wellbeing.

From the launch of both of the strategies, from October until December, we held local events which attracted over 640 people.

The Pathway has been so successful that the Peer Mentors are now gaining employment within the system as Social Prescribers.

### **Hope College – recovery, life-skills, working towards recovery and peer support**

We've focused on providing preventative mental health services, alongside reactive services. Hope College was formed in partnership with Berkshire Health Care Trust in 2015 to focus on asset-based conversations and increase use of personal budgets and direct payments.

Hope College has run more than 127 different courses, completed 1,000 enrolments, trained 34 Peer Mentors and Trail Blazers of whom 18 have gone on to volunteer in the community.

It now offers 4 pathways for its service users, which service users choose from, namely Recovery, Life-skills, Working towards Recovery and Peer Support.

It continues to focus on supporting more people to manage their mental health through the use of psychoeducation, and Peer Mentors utilising training and employment opportunities across Slough.

### **Working with people to help their wellbeing - Mental Health Co-production**

Co-production and co-design means working with people to shape services, design interventions and help people take more control over their own lives and well-being.

Where people take responsibility for their own mental health and wellbeing, their strategies are far more likely to be successful. The approach encourages people to find the support they need, including the ability to look after themselves, get on with their lives and take care of each other, with the potential to reduce loneliness and isolation, common determinants to poor mental health and wellbeing.

Three co-production events were held last year as part of a wider Berkshire service user engagement event, led by Slough services. These have been well attended by service-users, carers and health professionals from across Berkshire.

### **Suicide Prevention Strategy**

Cutting suicides remains a priority. Too many lives are lost this way. Through the Berkshire Suicide Prevention Strategy we are helping to reduce suicide in high risk groups. We are also tailoring the way we work to improve mental health in specific areas. This involves supporting the media in delivering sensitive approaches to suicide and suicidal behaviour, as well as providing better information and support to those bereaved or affected by suicide.

## **Working with people to improve how adult social care meets their needs**

Our staff in adult social care are working closely with those who use our services. This helps to ensure that their views and ideas are considered during the design and running of social care services in Slough.

In March 2019, our new Adult Social Care Co-Production Network was launched, following a review of the previous Partnership Boards, in order to engage more deeply with local residents. The group is formed of 10 representatives from the community, and 8 staff from the council, Slough Clinical Commissioning Group (CCG) and Healthwatch.

## **Understanding the barriers to better health**

Fewer people have had NHS Health Checks than we had hoped. So we are looking at this to understand why.

We're also trying to better understand how Slough people perceive their health and their attitudes to improving it through our Health Beliefs project. We'll also better understand the barriers that some of our communities face in improving their own health. We'll learn more about what is already working to improve health for individuals and the community. The project will focus on our key health inequalities.

## **Local Access Points**

We will set up Local Access Points in each of the five Frimley localities. This will help our staff and other organisations prevent unnecessary admission where there are crises. This will stop multiple referrals to agencies, stop people having to "tell their story more than once", reduce unnecessary hospital or care home admissions. Overall, it will help us to make the best use of public resources.

## **Locality Teams**

Three of our social care operational teams are now working away from HQ and developing closer working relationships with partners and better understanding our communities.

## **Tackling knife crime**

Three traders are subject to a criminal for selling knives to under 18s. Trading Standards carried out two operations with Police looking at the sale of knives to persons under 18.

## **The Scams Initiative**

Scams are increasingly common. The victims of these types of fraud are vulnerable, have learning or capacity issues, are elderly or isolated or a combination of all.

Last year, Slough Trading Standards carried out visits to 49 victims of mass marketing scams. The victims are made known to us through National Trading

Standards, who have systems and agencies involved in the interception of mass mailing fraud.

We did not only intercept the mail but also offered further support to each one of these victims, including a home fire safety inspection, opting into mail and telephone preference services and also directed to many providers of further support to vulnerable people.

### **Adult Safeguarding**

We are now working more effectively to promote the safety of Slough residents. This means safeguarding and protecting children and adults from abuse, neglect and criminal activities including exploitation.

Our work is informed by available local intelligence, national research and experience, partners have worked together to approach the current and emerging challenges to the safety of Slough residents.

As a result of negotiations and engagement of partner agencies in Slough during 2018-19, we are developing a framework to support partners to work together to promote the safety of Slough residents.

## ***Case Study - Technology Pilot for People with Learning Disability***

### **Challenge**

People with a learning disability face greater challenges than the rest of the population.

They are more likely to have additional health needs and are less likely to access health resources. They are also more likely to be obese and have lower rates of physical activity than the rest of us.

### **Action**

One way of helping people with learning disabilities to tackle their challenges is to create more opportunities for healthy eating, including enhancing cooking skills, shopping skills and budget management for those with disabilities, including learning disabilities.

We believed that helping people with learning disabilities to use technology could help them with their health needs.

In 2017, the Adult Social Care team we secured funding from The Department of Health and Social Care to pilot the use of technology to improve the lives of people with learning disabilities.

We bought smartphones, tablets, Fitbits and software. 15 people with learning disabilities were trained over the past two years trained to use the technology to learn independent living skills and access services within the community.

This included healthy eating, basic cooking skills and health and safety within the home.

### **Impact**

45% of the participants used the Fitbit to do more exercise, live a more active lifestyle and consequently felt fitter than before, and 55% felt more confident with engaging with the community and felt they had more friends.

40% of the service users used the skills they had developed using the devices to access the internet for information on community activities and events.

### **Next steps**

We are planning to further explore how to embed the use of technology as part of the mainstream support offer or through personal budgets, how this approach could benefit people with different care needs such as older people, and those with physical and sensory impairment. We will also be looking at how to incorporate low level IT support as part of the services we commission to help people to access online banking and shopping or manage utility accounts.

## **Outcome 3: Slough will be an attractive place where people choose to live, work and stay**

### **How you feel about living here – the Place Survey**

We conducted a Place Survey in October 2018. We received 1,700 responses by March 2019. The full report and headlines will be presented at lead members and directors in the new municipal year and will be available online.

But already the survey has prompted a response. The Slough Town Association of Residents (STAR) groups has been formed. They will provide the voices of people living in the town centre and help our future work.

We will be developing projects based on the key findings of the survey.

### **Million Bulbs**

We planted over one million bulbs, 600,000 of which were planted with the community in the parks and open spaces during the last year.

We planted 200 trees in our parks and open spaces. We've also planted tulip trees in Upton Court Park to replace the diseased horse chestnuts and additional bulbs have been planted down the avenue.

### **Creating strong and attractive neighbourhoods**

Our work on creating 'strong and attractive neighbourhoods' was successfully piloted with the Manor Park community project and is being rolled out to three further neighbourhoods - Trelawney Avenue, Foxborough and Chalvey. Recognising the importance of supporting neighbourhoods these pilots have now been extended to include vital involvement from key partners and have also been widened to cover initiatives aimed at improving health and economic prosperity outcomes for residents. The developing work on 'strong, healthy and attractive neighbourhoods' is an excellent example of cross team and partner working; linking closely with the broader Five Year Plan outcomes. Underpinning this ongoing work is the developing Community Cohesion Policy.

### **Making Slough a safer place to live - Safer Slough Partnership**

Our Safe Place Scheme is growing, with the Ice Rink, Activity Centre and the Centre signed up and are displaying the sticker. There are now 24 sites in the town that provide safe places and can provide reassurance to our residents and visitors.

Our Safer Slough Partnership is tackling gangs and county lines drugs through its violent Crime Strategy.

Working with Office of Police and Crime Commissioner it secured £822,000 from the Early Intervention Youth Fund (Home Office).



## **The air that we breathe**

Air quality matters. It has a big impact on how we feel about a place. We adopted a Low Emission Strategy in September 2018 which sets out 19 objectives to improve air quality in the town. Improved air quality impacts positively on people's health.

We have been working with the taxi and private hire trade to support the use of more low emission licensed cars, and since May 2018 the number of low emission vehicles has increased from 75 to 188.

## **The food we eat**

We've helped 14 town centre food businesses improve their food hygiene rating (FHR), moving them from a rating of two or below to above three. 50% are now 'broadly complaint' FHR 3 or above, with 33% are rated at a 4 and 11% achieving a FHR 5.

## **The streets in our town**

We can now keep our streets cleaner and at no extra cost. We are using Mayrise electronic scheduling/recording software. This has means we can respond quickly when needed. Notably our Town Centre and our Chalvey Ward activity have been re-profiled at no overall increase in cost.

## **The Slough Brand**

Slough won Thames Valley Town of the year and more work on the Slough brand will take place this year with businesses and our communities.

## **Natural Environment**

We are improving our natural environment. For example, the River Scheme with WW, commissioning a green infrastructure assessment to help inform the local plan; and the Mayors 550 trees and the Parks and Open Spaces Team are planting over 100 trees, restoring the Salt Hill Rose gardens, planting a new herbaceous border and many other developments.

## **FGM & Domestic Abuse**

Identifying and tackling both Female Genital Mutilation and domestic abuse early is critical if we are to help those who suffer these indignities.

We are now working more closely with other public services through quarterly Domestic Abuse delivery group meetings and the FGM Progression Group. Both have an action plan and a core multi agency working group supporting the agenda.

In 2018/19, we trained 16 'Train the Trainers' from a wide range of multi agencies to develop and widen this remit during 2019/20.

## **Award-winning campaign to tackle Modern Slavery**

In October 2018, we launched with the Safer Slough Partnership the Modern Slavery is Closer Than You Think campaign. The poster-driven campaign encouraged people to call the Modern Slavery Helpline – and led to a 400% increase in calls.

The campaign won the social impact category at the Outdoor Media Awards,. Next time you fill your car you could see our messages on your petrol pump. And if you see any signs of modern slavery, please report it.

## **Controlling Migration Fund**

We have secured £149,000 to provide another Roma Worker, Roma Youth Offending Team worker, funding for activities and English for Speakers of Other Languages (ESOL) classes.

## **Fly-Tipping**

We are taking steps to prevent fly-tipping. We have cut the cost for bulk waste collection. It has now reduced to £5 per item; minimum 3 items (£15), maximum 7 items (£35).

## **Anti-Social Behaviour**

Antisocial behaviour can spoil community well-being. We are continuing to tackle it by installing gates, railings and fencing where it is required. This year, we completed both Lynch Hill Target hardening work to address the motorcycles issue and Tomlin Road / Whittaker Road alley gate installation. Gateway Site inspections assure us that streets are generally maintained to a high standard of cleanliness.

## **Dealing with Hate Crime**

Whilst hate crime continues to be a challenge in the borough, the majority of seems to involve other offences such as a parking dispute or road traffic accident where name-calling occurs. That's according to a review carried out by the Slough Safety Partnership.

Importantly, all incidents are reported to the Police who review them daily.

## **Prevent**

Prevent is a Home Office programme that aims to stop people becoming terrorists or supporting terrorism. Over the past year, we delivered 31 Prevent sessions with 1,153 staff from early years, primary & secondary schools, and seven Prevent sessions for 1,874 students from secondary schools.

## ***Case Study - Clean, Safe, Vibrant***

### **Challenge**

We had a problem with litter in the high street and on the routes into the town centre. This alongside homeless people's tents in unused ground created negative perceptions.

### **Action**

A recreated Town Team was established and first met in June 2018 with the initial emphasis upon rapid improvement of the town centre within '30 days'. The Town Team then delivered '100 day pledges to deliver Clean, Safe, Vibrant jointly with Outcome 5 and our partners'.

### **Impact**

The streets are getting cleaner.

There are now 3 dedicated officers in Town Centre patrols.

- Over a nine day period we removed 15 fly tips, fly posters and we cleaned the alleyways. This work was supported by Slough Outreach who organised a litter pick in July 2018.
- As part of the Great British Spring Clean Campaign, 3 clean ups took place; two by Jubilee River and one in Cippenham Green. In total, 63 sacks of waste were collected in 6 hours.

We now have a co-ordinated events programme. In addition to flower baskets, 20 geranium balls were placed near the Curve and in the High Street pedestrian area, 31 new lamp column banners were designed and installed and 33 lamp columns were painted back, and all other signs painted or left as chrome, enhancing the look of the area.

The Paradise Garden, a space that was being used by rough sleepers and street drinkers, was created between the church and The Curve. A successful funding bid for 'pocket park' is due for completion on the share site at Paradise Gardens to help maintain its appeal to all our visitors and reducing the risk of recurring anti-social behaviour.

## **Outcome 4: Our residents will live in good quality homes**

### **Homelessness**

Giving residents sustainable and secure homes is vital to their wellbeing. Thanks to our work on preventing homelessness and early intervention the number of households in temporary accommodation decreased from 464 to 409 at the end of the year. However demand for temporary accommodation remains high and we continue to purchase new temporary accommodation through James Elliman homes and now have a dedicated, year-round outreach team to help rough sleepers access suitable accommodation and services.

### **Houses in Multiple Occupation**

Slough has a high level of houses in multiple occupation (HMOs) and the number of licensed properties increased to 101 from 74 this year. To tackle this often poor quality housing provision, we have introduced wider and more extensive mandatory licensing for HMOs to raise standards and safety for residents. In the coming year will be running a campaign to encourage take up of the new licences.

### **Affordable Housing**

We have invested £25 million to increase the supply of genuinely affordable housing for Slough families. 67 units have been bought and of these 29 have been let so far. The others are having works carried out to them. There are currently 10 properties under offer. At the end of December 2018, construction had started for 81 affordable homes.

### **Slough Canal Basin Development**

As part of major regeneration plans we are working with Slough Urban Renewal to provide around 240 new homes, situated adjacent to the Slough Canal Basin, with construction anticipated to commence around the end of 2019. The new homes will be of mixed tenure and set within large areas of open space, with walkways from the development to the canal incorporated throughout, encouraging active use of the water, and the broader area will be enhanced with large areas of public realm.

### **Buybacks**

This year we have begun buying back council properties from leaseholders to increase our stock of affordable social housing. Five viable buybacks were completed, adding to the numbers of council homes available for those on the register.

### **Building More and Better Homes**

Thanks to us prioritising new housing for local residents, 861 new homes were built in 2017/18. At the end of March 2018 there were a further 865 new homes already under construction in Slough with planning permission in place for a further 1,140.

We have also identified over 500 new homes for development on former garage sites to be delivered over the next three years. Planning applications are being prepared already

### **Chalvey Regeneration**

We are transforming the site currently occupied by Tower and Ashbourne tower blocks to provide new high-quality social homes and a 60-bed extra care scheme. The team is also reviewing options to remodel social housing sites within Chalvey to upgrade and enhance them with refurbishment or renewal for local people.

### **Council Housing Maintenance**

£17 million has been invested in our council homes which has resulted in 600 energy efficient boilers, 100 new bathrooms, 90 new kitchens, 250 new individual entrance doors, 220 properties having new energy efficient double glazed windows, 200 pre-1940s houses having new roofs (including enhanced insulation), fire safety works to blocks of flats, refurbishment of Broom House and Poplar House and works to garage sites to address anti social behaviour and make improvements to parking.

## ***Case Study - Rough Sleepers' Initiative***

### **Situation**

Following a successful bid for rough sleeper support money in July 2018, the council was awarded £260,000. The grant was to reduce the number of people rough sleeping in Slough. The official rough sleeper count was previously 29 and this year's count was 27.

### **Action**

A Rough Sleepers co-ordinator and two outreach workers were appointed and tasked with bringing together a Rough Sleeper Partnership and creating a Rough Sleeper Charter for agencies to sign up to.

The Slough Night Shelter opened in December 2018 and was due to be closed at the end of March 2019. However, this was extended for a month. This was the first time Slough had its own building for the night shelter. Moreover, the London and Slough Run Homeless Charity opened a night shelter in January 2019 and, therefore, there was adequate provision for the first time in a long time.

### **Impact**

During this period, 81 individuals were accommodated. A package of accommodation is currently being put together to move rough sleepers who are currently in short term accommodation into permanent accommodation. Our dedicated team are engaging rough sleepers on a daily basis, and there is increased collaboration with enforcement officers carrying out their work in the Town Centre.

## **Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents**

### **Employment and Skills**

The Building Better Opportunities project was launched this year to increase employment rates for adults over the age of 25 who don't have a job. Funded by the Big Lottery Community Fund and the European Social Fund we are working with Ways in to Work, Slough Refugee Support, WEA, Get Berkshire Active and Destiny Support and have been so successful so far, the project has been extended until 2022 and we have received even more external funding.

### **Sustainable Infrastructure**

The multi-million pound investment of the old Centre, Farnham Road, has brought a brand new leisure centre that was successfully opened to the public in March 2019. The Centre was built by Slough Urban Renewal, a partnership between Slough Borough Council and Morgan Sindall Investments Ltd, which is driving regeneration across the town. Everyone Active, the council's leisure partner, will be running The Centre along with all of the other leisure facilities in Slough.

We obtained full planning approval for a permanent home in central Chalvey for Grove Academy which is temporarily located on the former Thames Valley University site.

### **Strengthening Business Relationships**

Our relationship with business is stronger than ever with successful visits to MIPIM property and investment forum and the London Real Estate Forum promoting Slough as the perfect place for business investment.

We have also set up a town centre stakeholder group who are working together to attract business to the borough.

### **Businesses vote YES for town centre investment**

Businesses in Slough have delivered a positive yes vote for the development of a Business Improvement District (BID) in Slough.

The BID will deliver more than £2 million of investment over its five-year term, which begins on April 1, 2020, and will see the delivery of projects aimed at improving the environment to do business in Slough town centre.

The investment comes from a small levy on the rateable value of business properties, and it is expected that the BID is able to attract additional funding from other sources.

The projects in Slough fall into five categories: safe and secure; environment; marketing and events; business support and representation. The package of improvements should see an increase in customer footfall, dwell time and spend in

the town centre, and give businesses a better opportunity to be involved in strategic planning.

A steering group of the town's businesses working with Slough Borough Council and others has driven the BID project

### **Heathrow Expansion**

To help to ensure Slough residents get the best deal from the expansion of Heathrow we are working with the Heathrow Strategic Planning Group to inform and influence the draft Development Consent Order application and have major input into the joint evidence base and infrastructure study for the airport. We are also members of the sub-group of economy and skills which outlines the jobs and training needed for an expanded Heathrow airport.

### **Sustainable Transport**

Slough's cycle hire is going from strength to strength with the expansion to 17 docking stations around the borough. There have been 7,248 hires since the scheme went live, equating to 34 uses per day.

'Better By' has coordinated competitions in schools to encourage walking and cycling to school as well as providing primary school walking buses with bespoke hi-vis vests. The team organise bike surgeries, adult cycle lessons and a very well attended cycling course in Salt Hill park for women who are members of the Meet and Mingle charity. The team organise events for schools, businesses on Slough Trading Estate and the High Street as well as for SBC staff.



## ***Case study - The SMaRT Scheme***

### **Situation**

The A4 Slough Mass Rapid Transit ('SMaRT') scheme is a programme of works to improve the A4 public transport corridor to enable dedicated bus lanes along its length. The scheme connects key areas of employment and economic activity such as the SEGRO trading estate, Bath Road Central and Slough Town Centre with local transport interchanges such as Slough Railway Station (where existing mainline and future Crossrail services can be accessed) and the key international transport hub at Heathrow Airport.

### **Action**

Highway construction works for Phase 1 - Slough Trading Estate to Slough Railway Station - have been completed. The A4 has been widened at key points, and service roads utilised as bus lanes, to provide a bus service that is quicker, more frequent and more reliable. Through reducing congestion at key junctions, the scheme aims to reduce the journey times for buses on the strategic route connecting Slough to Heathrow and improve the daily journeys of the 20,000 plus vehicles that use this stretch of road.

The council introduced an electric bus route on the A4 Slough Mass Rapid Transit ('SMaRT') dedicated bus lane, and has partnered with Thames Valley Buses to trial the first fully electric bus. The state-of-the-art electric bus has been operated from the Slough depot along the Green Line 703 service. Further to the electric bus trial a pilot is underway in collaboration with the businesses for free travel for Slough residents in the off peak period.

The 'SMaRT' scheme includes £9m of capital investment from Slough and the Berkshire LEP through the Local Growth Fund. Four businesses have joined - O2, Lonza, Ipsen and UCB - with further enquires from other businesses. The service started operating to the public in February 2019 and is funded through businesses. The service runs around every 7 minutes in peak periods and every 15 minutes in the off peak. SMaRT has removed 4 independent shuttle services operating to the trading estate leading to less congestion around the train and bus station.

Since delivering Phase 1, the council have secured a further £13m of investment via the Berkshire LEP Business Rates Retention Pilot in order to deliver Phase 2 of the scheme. Phase 2 extends the bus lanes beyond junction 5 towards Heathrow and will add a Park and Ride facility in the Brands Hill area. This will have parking provision for over 600 vehicles, electric vehicle charging points, and contain a staff terminal building with cycle parking and hire facilities.

## **Impact**

The SMaRT scheme increases travel choice and the sustainable transport offering for businesses and commuters, opens up possibilities of through ticketing with airlines or other operators, enhances traffic flow at key junctions to alleviate congestion, reduces journey times for buses, contributes to bettering air quality and economic prosperity. Phase 2 of the scheme further enhances the overall value and benefits of the scheme, bringing it closer to Heathrow and increasing parking provision and greater consumer choice.

DRAFT

## 5. Budget

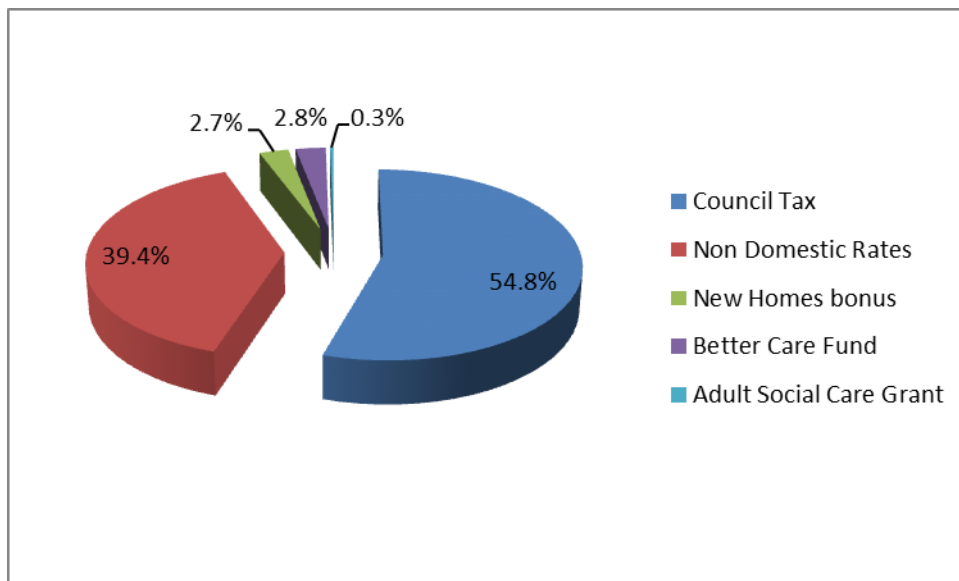
The council had a net overspend of £0.051m for the 2018/19 financial year. This position is summarised in the table below:

<b>REVENUE GENERAL FUND 2018/19 - SUMMARY OUTTURN</b>			
<b>Directorate</b>	<b>Revised Full Year Budget</b>	<b>Final Outturn</b>	<b>Full Year Variance</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Adult and Communities	39.289	39.851	0.562
Children, Learning and Skills	29.112	30.395	1.283
Regeneration	7.372	8.796	1.424
Finance and Resources	9.838	11.601	1.763
Chief Executive Office	13.782	13.023	(0.759)
Non Service Areas	6.029	1.807	(4.222)
<b>GRAND TOTAL</b>	<b>105.422</b>	<b>105.473</b>	<b>0.051</b>

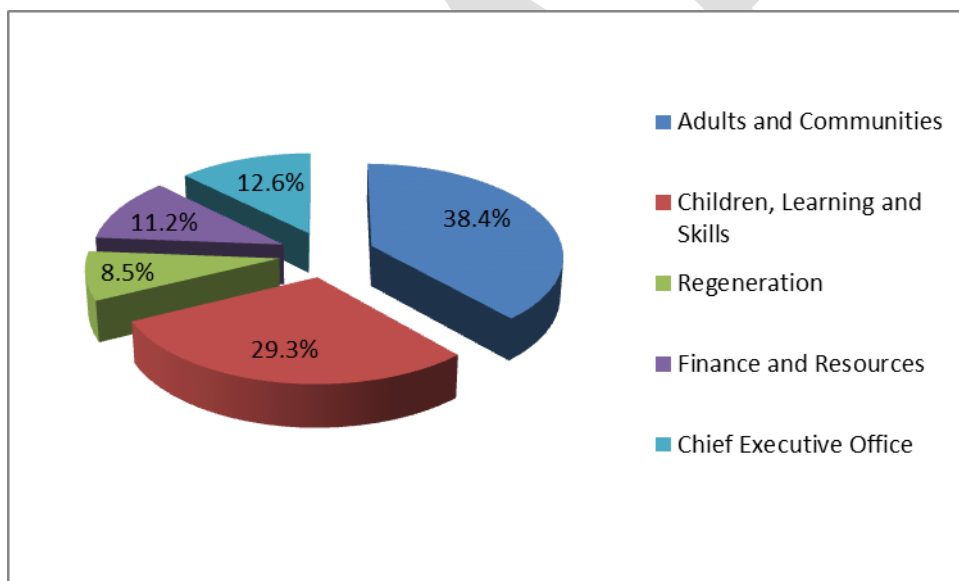
<b>% of revenue budget over</b>	<b>0.05%</b>
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The graphs below highlight where the Council has received income from for 2018-19 and where the gross expenditure to deliver services is.

Graph 2.1: Key income streams



Graph 2.2: Net expenditure on General Fund Council Services



\* The council had five directorates in 2018/19 compared to six in 2017/18.

\*\* The Chief Executive Office now includes Strategy and Performance and Environment Services.

The graph above highlights how the Council's financial position is changing. Income is reducing rapidly from Central Government grants and at the same time, there has been a much greater proportion of income generated through Council Tax (primarily through an increase in properties in Slough) and Business Rates.

## 6. Performance Scorecard - latest available data

Five Year Plan outcome	Performance measure	Date of latest available data	Outcome	Actions
1 Slough children will grow up to be happy, healthy and successful	The percentage attainment gap between all children and bottom 20% at early years foundation stage	Nov-18	Attainment gap narrower the national average  (Slough 31%; National 32%)	The council will continue to work with individual schools and families to provide a targeted system of educational support, challenged and assistance.  Our school effectiveness advisers work closely with schools and discuss their priority areas, which includes the achievement of disadvantaged pupils.
	The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths	Dec-18	Attainment gap narrower the national average  (Slough 16%; National 20%)	
	The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths	Jan-19	Attainment gap wider than the national average  (Slough 34.7%; National 25.4%)	
	Percentage of child protection plans started in the past year that were repeat plans within 2 years	May-19	13.8% (11 plans)	The council will continue to lead efforts with agencies and partners to ensure families are enabled and supported to provide their children with safe and healthy lives, whilst the Slough Children's Trust will step in on behalf of the council to ensure children are protected where needed.

	Percentage of 16 to 17 year olds not in education, employment or training (NEETs)	Oct-18	Local NEET rate well below the national average of 6.0%  Slough 3.2% (2017/18)	Slough's 2018 combined NEETs rate was 3.2%, which is better than the target of 4%. This consists of 2.3% NEET rate and 0.9% for 'activity not known'. The council will continue to work with local schools, colleges, businesses and neighbouring local authorities to ensure a range of education, employment and training opportunities are available for all our young people.
2 Our people will be healthier and manage their own care needs	Number of adults managing their care and support via a direct payment	May-19	Increased from 405 clients and carers at the end of Mar-18 to 552 at the end of Mar-19  (265 clients + 287 carers)	The number of service users and carers supported through direct payments continues to rise. We have implemented a new system of prepayment cards which is making direct payments easier to manage and use. Guidance has been issued to staff to support direct payments as the default position when providing service.
	Uptake of targeted health check The percentage of the eligible population aged 40-74 who received a NHS Health Check	Jul-19	Increased from 7.3% for 2017/18 to 7.9% for 2018/19	The council will work with the local Clinical Commissioning Group (CCG) to increase the offer of health checks to targeted individuals alongside the CardioWellness4Slough programme.
	Number of people inactive The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week	May-19	Local inactivity rate higher than the national average  (Slough 35.9%; National 25.1%)	Physical inactivity is closely linked with a number of factors including deprivation and poor physical and mental health. Active Slough is working to target communities and individuals where high levels of inactivity are prevalent, enabling opportunities for great participation.

3 Slough will be an attractive place where people choose to live, work and stay	Level of street cleanliness	May-19	Increase from 2.42 (B) in 2017/18 to 2.69 (A-) in 2018/19	19 Gateway sites are inspected each quarter and awarded a score and EPA grade based on the level of cleanliness encountered.
	Crime rates per 1,000 population	May-19	Q4 data update not available yet  Reduction in crime rate from 28.0 in Q1 to 25.6 in Q3	We have seen a reduction in quarterly crime rate for Slough in Q2 and Q3. Slough is currently positioned 7th out of 15 towns in our Most Similar Group (MSG) and in the Thames Valley; we have a lower crime rate Oxford and in line with Reading. Police and Council services will continue to monitor intelligence relating to criminal activity and respond, in partnership, to new and ongoing challenges.
	Residents' perception survey	Mar-19	Conducted in Autumn 2018	A large-scale residents' survey was initiated in Autumn 2018, following the same methodology used in a survey conducted in 2008. Headline results from more than 1,700 responses were received in March 2019 which will be used to drive improvements in service delivery.
4 Our residents will live in good quality homes	Number of homeless households accommodated by Slough Borough Council in temporary accommodation	May-19	Reduction in the number of homeless households placed in temporary accommodation, from 464 in Q1 to 409 in Q4.	There was a decline in the number of homeless households in temporary accommodation in 2018/19. This is not reflective of the demand for temporary accommodation, which remains very high.

	Number of permanent dwellings completed in the borough during the year	Mar-19	534 2018/19 Decrease since previous year; below target figure. (846 in 2017/18)	<p>The number of permanent dwellings completed in the borough during the year refers to net additional dwellings.</p> <p>Actions are to continue to be positive about development and growth subject to schemes complying with planning policies, promote sites with development potential and investigate why some planning permissions are not implemented. There are currently 856 homes under construction.</p>
	Number of licenced mandatory Houses in Multiple Occupation (HMOs)	May-19	Increasing (from 74 in 2017/18 to 101 in 2018/19)	<p>Although there has been an increase in the number of licensed mandatory Houses of Multiple Occupation (HMOs), the numbers are far lower than expected or than the estimated number of properties that should be licensed.</p> <p>We intend to run a wide ranging and sustained publicity campaign in relation to property licensing once we launch the new Online App.</p> <p>As per Cabinet agreement, we are giving landlords until October to come forward voluntarily and take advantage of discounted fees. After this date, the Housing Regulation Team will put in place a proactive programme to identify and fine those who fail to apply to license the relevant properties.</p>



5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate income Business rate in year collection	May-19	In year collection rate of 97.3%	The collection rate at the end of March 2019 was in-line with target for the year. We will continue efforts in the future to ensure easy payments methods are available and that late payments are targeted.
	Access to employment Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits	May-19	Claimant rate, although lower than national, has increased (both locally and nationally) due to the roll out of Universal Credit Full Service  (Slough 2.3%; National 2.7%)	Under Universal Credit, a broader span of claimants are required to look for work than under Jobseeker's Allowance. This has the effect of increasing the claimant count.  The council has commissioned a study to understand businesses needs and local priorities. We will continue efforts with our partners to increase employment opportunities and improve skills locally to secure reductions in overall unemployment.
	Journey times Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	Apr-19	Average journey times remain well below the target of under 10 minutes	The council has carried out a number of junction improvements to help reduce congestion and improve journey times to influence punctuality. We will continue to implement traffic management schemes to decrease congestion and increase the use of dedicated bus land, including highway improvements, and the use of smart technology such as intelligent traffic light systems.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> July 2019

**CONTACT OFFICER:** Jason Newman, Environmental Quality Team Manager

**(For all enquiries)** (01753) 875219

**WARD(S):** All

**PORTFOLIO:** Cllr Robert Anderson – Lead Member for Transport and Environmental Services

**PART I**  
**NON-KEY DECISION**

**CHARTER FOR CLEANER AIR****1 Purpose of Report**

To advise the cabinet to sign up to Oxford City Council Charter for Cleaner Air to support the call for the UK Government to do more to improve poor air quality and put the health of our communities first.

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

The Cabinet is requested to resolve to sign up to the Oxford City Council Charter for Cleaner Air and agree a press release announcing the sign up to the Charter.

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

A new charter for cleaner air has been launched by Oxford City Council, Greenpeace UK, and Friends of the Earth, calling on the Government to place the health of communities first. We all have a right to breathe clean air. However, across the UK and here in Slough harmful levels of air pollution are damaging people's health and their quality of life and cutting lives short.

The charter for cleaner air supports three key priorities within the Slough Joint Wellbeing Strategy:

- protecting vulnerable children
- increasing life expectancy by focussing on inequalities
- improving mental health and wellbeing

Work carried out by Public Health England as part of the Public Health Outcomes Framework (PHOF) shows that the fraction of mortality associated with particulate air pollution in 2017 within Slough Borough Council is 6.4% which is above the regional average of 5.6%. Slough also has five Air Quality Management Areas (AQMAs) that covers more than 2000 residential properties, relating to the exposure of high levels of nitrogen dioxide (NO<sub>2</sub>) where the annual mean concentrations are above

(40µg/m<sup>3</sup>) and can increase the likelihood of respiratory problems, inflaming the lining of the lungs, and reducing immunity to lung infections.

### 3b **Five Year Plan Outcomes**

The Charter reinforces our commitments to providing better public transport, improving active travel and the promotion of a shift towards sustainable transport modes and an acceleration of zero emission vehicles by calling on the Government to revise the tax regime and provide fiscal incentives to help people adopt cleaner vehicles, as well as end the sale of all new petrol and diesel cars and vans earlier than 2040 and provide greater investment in public transport, walking and cycling infrastructure.

The charter supports our Five-Year Plan Outcomes in particular:

#### **Outcome 2 – Our people will be healthier and manage their own care needs**

The Charter calls on the UK Government to put the health of our communities first, by tightening the legal limits on air pollution to match safer WHO guideline levels and launching a national public health campaign and alert system to highlight the dangers of air pollution. This supports our approach to working with public and voluntary sectors targeting health inequalities by focusing on the wider determinants of health, including air quality.

#### **Outcome 3 – Slough will be an attractive place where people choose to live, work and stay.**

The Charter calls on the UK Government to accelerate the zero emission revolution by investing in charging infrastructure and the supporting power network, ending the sale of all new petrol and diesel cars and vans earlier than 2040, and ensuring fossil fuels do not generate power used to fuel electrified vehicles. This supports our Low Emission Strategy and using innovative solutions to improve air quality in the borough.

#### **Outcome 5 – Slough will attract, retain, and grow businesses and investment to provide opportunities for our residents**

The Charter calls on the UK Government to provide greater investment in public transport, walking and cycling infrastructure to give people real alternatives from using the car. This supports our longer term ambitions to encourage modal shift to sustainable forms of transport – including walking, cycling and public transport which in turn reduces traffic congestion and emissions.

### 4 **Other Implications**

#### (a) **Financial**

This is a charter that calls on the UK Government to put the health of our communities first and provide local authorities with more money and powers to achieve cleaner air. There are no financial implications with supporting this Charter.

(b) Risk Management

During the construction phase of the expanded Heathrow airport there maybe the potential for further action and mitigation required to keep construction traffic emissions within EU Air Quality limits.

**The Table below must be completed fully for each recommendation from Section 2**

Recommendation from section 2 above	Risks/Threats / Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>The Cabinet is requested to resolve to sign up to the Oxford City Council Charter for Cleaner Air and agreeing a press release announcing the sign up to the Charter.</p>	<p>During the construction of expanded airport, construction vehicles emissions are likely to be higher and more work maybe required to ensure the emissions are kept within EU limits.</p> <p>There is a risk that the expansion may lead to an increase in emissions during the (construction phase) in the local area.</p>	<p>The airport expansion must comply with the Airports National Policy Statement which requires that the construction and operation of the Northwest runway will not affect the UK's compliance with air quality limit values, that air quality considerations are likely to be particularly relevant where the proposed scheme is within or adjacent to an AQMA, that any likely significant air quality effects of the scheme, must be mitigated. This could include construction traffic management plan and the use of low emission construction plant and fleet, use of consolidation sites, active workforce transport scheme, construction site connection to grid as well as other measures.</p>	<p>8</p>	<p>Work with Heathrow to adopt CAZ compliant emission standards for HGVs, Buses and Coaches, support the implementation of a CAZ in Brands Hill, consider alternative access arrangements to avoid HGV movements through the Brands Hill AQMA.</p>

(c) Human Rights Act and Other Legal Implications

- i) There are no Human Rights Act implications as a result of this report.

- ii) There is a legal requirement to pursue, achieve and maintain air quality standards. The European Union Air Quality Directive 2008/50/EC sets out the obligations for Member States in terms of assessing ambient air quality and ensuring Limit Values (LV) for certain pollutants are not exceeded. The requirements of the Directive have been transposed into domestic law through the Environment Act 1995 and subordinate regulations. While the Government has a duty to meet EU Limit Values, local authorities have a duty to pursue the achievement of National Air Quality Objectives.
- iii) The European Union has commenced infraction proceedings against the Government for failing to meet the EU Limit Value for Nitrogen Dioxide (NO<sub>2</sub>). The reserve powers of the Localism Act 2011 allow the Government to pass on any EU fines imposed to any public organisation “whose act or omission” has contributed to the breach of any EU Limit Values.
- (d) Equalities Impact Assessment  
There is no need to prepare an equalities impact assessment for this report
- (f) Carbon Emissions and Energy Costs (Please delete if no Carbon and Energy cost implications)  
The charter calls on the UK Government to support measures that would also result in a reduction in transport carbon emissions.

## 5 **Supporting Information**

- 5.1 Air pollution is now recognised as the UK’s largest environmental risk to public health, contributing to heart and respiratory diseases, and lung cancer. Everyone has a right to breathe clean air, especially the poorest and most vulnerable whose health disproportionately bears the harms of air pollution.
- 5.2 Oxford City Council Councillor and Executive Board member for Safer and Greener Environment has approached the Leader for Slough Borough Council to see if Slough wants to sign up to Oxford City Council Charter for Cleaner Air.
- 5.2 The Oxford City Charter for cleaner air calls on the UK Government to:
  1. Show national leadership in removing the most polluting vehicles from the most polluted parts of our towns and cities to protect people’s health.
  2. Provide greater investment in public transport, walking and cycling infrastructure to give people real alternatives.
  3. End the sale of all new petrol and diesel cars and vans earlier than 2040.
  4. Revise the tax regime and provide fiscal incentives to help people and businesses adopt cleaner vehicles.
  5. Accelerate the zero emission revolution by investing in charging infrastructure and the supporting power network.
  6. Ensure fossil fuels do not generate the power used to fuel electrified vehicles.

- 7.Tighten legal limits on air pollution to match safer WHO guideline levels.
- 8.Improve the national monitoring and modelling of air pollution to show the true extent of the problem.
- 9.Adopt a new Clean Air Act or equivalent fit for the 21st Century backed by an independent watchdog with teeth.
- 10.Launch a national public health campaign and alert system to highlight the dangers of air pollution.

- 5.3. This Charter supports Slough’s ambitions to improve local air quality, and reinforces our commitments within the Low Emission Strategy to accelerate the uptake of ultra low and zero emission vehicles and supports our commitments within the Transport Plan and Transport Vision to improve active travel and investment in public transport and enable modal shift away from the car.
- 5.4 The Charter also supports our ambitions to removing the most polluting vehicles from the most polluted parts of our towns by calling on the UK Government to support the development of Clean Air and Zero Emission Zones across the UK and provide help and support for people and businesses to move to cleaner forms of transport.
- 5.5 The Charter also calls on the UK Government to recognise local air quality data and pollution hotspots, as these occur in Slough, and ensure national policy takes these into account and receive targeted national support as opposed to focusing on EU limits and their compliance which uses different data sets.

6 **Comments of Other Committees**

This report has not been considered by any other committees.

7 **Conclusion**

The Charter for Cleaner Air reinforces our commitment to improve local air quality in Slough and supports our ambitions to accelerate the uptake of zero emission vehicles, and improve modal shift to low emission public transport and active travel.

8 **Appendices Attached (if any)**

‘A’ The Oxford City Charter for Cleaner Air with Slough Logo

9 **Background Papers**

‘1’ Slough Low Emission Strategy

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# CHARTER FOR CLEANER AIR

We all have a right to breathe clean air. However, across the UK illegal and here in Oxford harmful levels of air pollution are damaging people's health and their quality of life and cutting lives short.

It doesn't have to be this way. Together we are calling on the UK Government to put the health of our communities first:

1. Show national leadership in removing the most polluting vehicles from the most polluted parts of our towns and cities to protect people's health.
2. Provide greater investment in public transport, walking and cycling infrastructure to give people real alternatives.
3. End the sale of all new petrol and diesel cars and vans earlier than 2040.
4. Revise the tax regime and provide fiscal incentives to help people and businesses adopt cleaner vehicles.
5. Accelerate the zero emission revolution by investing in charging infrastructure and the supporting power network.
6. Ensure fossil fuels do not generate the power used to fuel electrified vehicles.
7. Tighten legal limits on air pollution to match safer WHO guideline levels.
8. Improve the national monitoring and modelling of air pollution to show the true extent of the problem.
9. Adopt a new Clean Air Act or equivalent fit for the 21st Century backed by an independent watchdog with teeth.
10. Launch a national public health campaign and alert system to highlight the dangers of air pollution.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet                              **DATE:** 15<sup>th</sup> July 2019  
**CONTACT OFFICER:** Eddie Hewitt                      Major Infrastructure Projects  
**(For all enquiries)** 474101  
**WARD(S):** All  
**PORTFOLIO:** Cllr Robert Anderson – Transport and Environmental Services

**PART I**  
**NON-KEY DECISION**

**TRANSPORT FOR THE SOUTH EAST - TRANSPORT STRATEGY CONSULTATION**

1 **Purpose of Report**

A report setting out the main elements of Slough Borough Council's formal response to the Transport for the South East (TFSE) consultation on the TFSE proposal to become a sub-national body.

This follows up the previous report setting out the key principles involved in joining Transport for the South East (TFSE).

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

The Cabinet is requested to resolve:

- (a) That the progress in the establishment of the TFSE sub-national body be noted;
- (b) That the formal consultation response submitted by Slough Borough Council, as a constituent member and part of the Berkshire Local Transport Group, to TFSE's draft proposal to Government to establish the body be noted;
- (c) To highlight the main areas of agreement with TFSE's proposals and to recommend ongoing support for the development of the TFSE strategy with prioritisation for the following specific areas:
  - Increasing transport connectivity across the South East, maximising the benefit of cross-boundary links and regional travel; developing and maintaining the resilience of strategic corridors, enhanced partnership arrangements, and support for Public Transport including smart-ticketing innovations and similar technological solutions.
  - Increasing economic growth across the South East;
  - Improving air quality and related environmental benefits in the South East.
  - Improving accessibility within the South East, leading to greater social equality.
  - Endorsing and contributing to the sub-national transport body's ability and powers to lobby central government and seek increased funding, over and

above the opportunities that would otherwise be available to individual local authorities.

(d) To note any challenges to the proposal, and specifically the areas where further research and engagement by TFSE are required, including:

- Increased reference to the role and potential opportunities associated with Heathrow Airport, Transport for London and all other neighbouring regional authorities and organisations of significance.
- Greater acknowledgment of the economic benefits being delivered in the most successful and highest performing areas within the region.
- Clarification on a number of matters relating to voting procedures and dispute resolution
- Reference to the importance of Travel Demand Management, focusing on practical and technological solutions.

(e) To further recognise the synergies between the TFSE proposal for the region and key policies in Slough, including the Slough Borough Council Transport Vision, the SBC Low Emission Strategy, the overall SBC Local Plan and all related core transport and environmental policies.

(f) To maintain overall support for the establishment of TFSE as a sub-national transport body.

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

The links between this report and the overall Council strategies and plans, and the ways in which the Council's response to the TFSE proposal support these strategies and plans, remain the same as originally detailed in the report on the proposal to join the TFSE. They are set out again here for reference:

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

*Priorities:*

Increasing life expectancy by focusing on inequalities – providing better and more connected public transport services across the South East region, but with specific benefit to the town of Slough, its leisure facilities and places of work, enabling better air quality and helping our residents to stay active.

Improving mental health and wellbeing – With increased support and influence at regional level, cycling can contribute to maintaining physical and mental health. Switching more journeys to active travel will improve health, quality of life and the environment

Housing – Improving integrated transport links in the area and giving greater choices for residents as to where they can live by improving access to work and facilities. Membership of TFSE will contribute to still further opportunities at a regional level.

#### 3b **Five Year Plan Outcomes**

Explain which of the Five Year Plan's outcomes the proposal or action will help to deliver. The outcomes are:

- Slough children will grow up to be happy, healthy and successful

Increased levels of public transport and cycling will lead to fewer cars on the road providing safer, cleaner environment for Slough's children.

- Our people will be healthier and manage their own care needs.

Cycling, walking and multi-modal journeys including public transport will contribute to maintaining physical and mental health.

- Slough will be an attractive place where people choose to live, work and stay  
Reduced traffic congestion through greater regional connectivity and increased public transport services will result in improved air quality and safer roads, making Slough a place where people want to live, work and visit

- Our residents will live in good quality homes

Improved integrated transport links across the region but specifically in the town, giving greater choices for residents as to where they can live and access work and facilities

- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

Continuing to work with businesses to reduce congestion on Slough's roads and provide integrated transport options will reduce employee's travel time, and provide reliable travel times. Investment will be further supported by regional major projects and schemes.

#### 4 **Other Implications**

##### (a) Financial

*As previously stated in the original report on the proposal to join TFSE:*

There are no financial risks. There is, however, a financial obligation in joining TFSE. As a constituent member of the collective BLTB group, the charge per member authority will be £9,667 per annum for each of the six authorities.

Should Slough choose to join TFSE as an individual authority only (i.e. not part of the BLTB subgroup), the charge per annum would be £30,000 to the Council as a unitary authority. The current county rate is £58,000 per annum.

Subsequently, the next stage of the development of the TFSE subnational body will involve developing funding opportunities and methods for allocating resources. Within this context, working alongside regional partners and within the overall subnational jurisdiction, Slough will seek to develop a method of securing significant funds from national government and other sources for developments that will help to realise the Slough Transport Vision along.

(b) Risk Management

*The risks below relate to the original proposal to joint TFSE, which was approved by Cabinet in March 2018. There are no further risks arising from this subsequent report on the Council's response to the TFSE Proposal to Government: Draft for Consultation.*

<b>Recommendation from section 2 above</b>	<b>Risks/Threats/ Opportunities</b>	<b>Current Controls</b>	<b>Using the Risk Management Matrix Score the risk</b>	<b>Future Controls</b>
To maintain support for the establishment of TFSE as a subnational transport body	No risk to SBC  Opportunity: Slough to benefit from regional support	Proposed TFSE governance structure. Recommendations from BLTB / TFSE	Political – (Severity/negligible: Probability/low)  = rating 1	Work with BLTB and TFSE to ensure the success of the organisation.
To join as a constituent authority	Risk: Failure to join the TFSE would result in the TFSE not coming into being	Proposed TFSE governance structure.	Political – (Severity/negligible: Probability/low)  = rating 1	Work with BLTB and TFSE to ensure the success of the organisation.
The membership to be exercised via BLTB	Risk: SBC voice not heard / part of collective voice  Opportunity: SBC to benefit from collective presence and influence	Proposed TFSE governance structure. BLB governance structure	Political – (Severity/negligible: Probability/low)  = rating 1	Work with BLTB and TFSE to ensure the success of the organisation.

(c) Human Rights Act and Other Legal Implications

*As previously stated in the original report on the proposal to join TFSE:*

The original proposal to join TFSE was been referred to the Council's Service Lead, Governance. The response obtained confirmed that this is an executive decision which required cabinet resolution. There are no other legal implications.

There are no HR implications resulting from this report

(d) Equalities Impact Assessment

There are no impacts as a result of this response to consultation.

5 **Supporting Information**

This report follows up on the original TFSE cabinet report, approved in March 2019, in which it was proposed to join TFSE as both a constituent member and as a joint member of the Berkshire Local Transport Body. The original report includes supporting information sections on the following:

- Main purposes of establishing TFSE
- General functions of a sub-national body:
- Proposed developments/innovations across the region:
- Geographical extents of the TFSE region
- Governance structure of TFSE
- TFSE Powers
- Examples of previous successes with BLTB support
- Specific benefits to Slough

All of the above information remains relevant and as stated in the report. This follow-up report provides details of the next stage of the process, specifically including the Council's formal response to TFSE's consultation Proposal to Government. This response was submitted to TFSE in June, in the form of the questionnaire provided by TFSE, along with a lengthier version with numbered references, comprising Slough's full response to the proposal. These documents are included as appendices to this report.

*Summary of the Council's response to the TFSE proposal:*

**Main benefits / areas of agreement:**

TFSE is committed to:

- A high quality, sustainable and integrated transport system, focusing on increased productivity, improved safety and quality of life, and protection for the environment.
- Economic growth through integrated transport projects, improved connectivity, better protection of the environment, improved access to housing, jobs and education.
- Provision of adequate transport infrastructure to help deliver new housing and access to transport and education.
- Increased investment in the region.
- Influencing national government, investment in pan-regional strategic corridors, effective, joined up planning. With powers that are proportionate and additional to the existing powers of the relevant authorities.

- A powerful and effective partnership, bringing together 16 local transport authorities, 5 LEPs
- Integrated travel solutions, including smart ticketing
- Improved Air Quality, helped by clean air zones

### **Main areas requiring further research and engagement**

- Inconsistent levels of engagement with the authorities within the region. Greater engagement with the Berkshire authorities is requested.
- Further recognition is requested regarding the level of economic growth of local authorities which may be small in geographic terms but which contribute significantly to the area, potentially outweighing the contributions of much larger members. It may be appropriate to revise the voting rights for authorities in the light of this level of contributions.
- Increased focus on air quality and other environmental concerns within urban areas, not just within the 'natural and historic' areas in the region.
- Increased engagement with other organisations which may not geographically lie within the TFSE region, but can be considered stakeholders in terms of impacts and contributions on a cross-regional basis. This would include Transport for London, Heathrow Airport Ltd and other any other relevant organisations or authorities of a similar stature.
- The impact of Heathrow and potential developments, both alongside and across the TFSE regional border, is potentially huge. The Regeneration directorate would welcome the opportunity, perhaps in partnership with Heathrow Airport Ltd, to make a formal presentation to TFSE on the impact of the airport and the implications for growth both within Slough and more widely across the region.
- Exploration of Travel Demand Management (TDM) and inclusion of this discipline within the TFSE strategy is required. This may in some cases result in non-transport solutions, drawing on the benefits of digital platforms and new technologies.
- More clarity is requested regarding resolution of disagreements or disputes. The decision to adopt a consensus based approach with no right of veto appears to be reasonable, but this may potentially be in conflict with the commitment to honour the wishes of individual local authorities.
- Further information is requested on some aspects of the proposed TFSE governance and representation.

*Full details relating to all the above points are included in appendices A and B.*

### Current Status

Shadow arrangements are currently in place for TFSE as a sub-national transport body for the south east.



Councillor Page (Reading BC) represents BLTB at the shadow board meetings.

The main developments in progress are:

- Formal consultation to become a sub-national transport body
- The formulation of the strategy for TFSE
- One million pounds has already been allocated to TFSE by the Department for Transport for expected projects.

#### Futures dates

The proposal is for the TFSE strategy to cover from inception to 2050

The formal application to the DfT will be in December 2019

Statutory status is expected by 2020/2021

#### 6 **Comments of Other Committees**

None

#### 7 **Conclusion**

The TFSE consultation: *Proposal to Government*, sets out a transport vision for the south east region which is broadly consistent with the transport vision and wider interests of Slough Borough Council. The benefits are extensive and consistent with those summarised in both this report and the conclusion to the original cabinet report (on proposing to join). There are, however, several important areas in the consultation paper which require further attention by the TFSE shadow board, as part of the process of developing the TFSE strategy. These issues have been highlighted in the Council's formal response to the consultation, and further engagement has been requested. The overall expectation is that TFSE will be a highly successful, positive and forthright, partnership-based organisation. Membership of TFSE therefore continues to be advantageous to Slough, as both a constituent member and as a joint member of the Berkshire Local Transport Body sub-group of TFSE.

#### 8 **Appendices Attached**

'A' – SBC Response to the TFSE Consultation Proposal (in questionnaire form)

'B' – SBC Full Response to the TFSE Consultation proposal (greater detail)

'C' – TFSE Proposal to Government: Draft for Consultation

'D' – TFSE: Becoming a Statutory Sub-national Body (summary document)

#### 9 **Background Papers**

None.

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# Draft proposal to government

## Consultation questionnaire

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### Contents:

- **Background**
  - **Responding to the consultation**
  - **Next steps**
  - **Consultation questions**
  - **Your information**
- 

### Background

Transport for the South East was formed in 2017 as a partnership of 16 local transport authorities and five local enterprise partnerships to speak with one voice on the South East's strategic transport needs.

Our aim is to become a statutory sub-national transport body (STB), giving the South East a formal and unified voice with which to influence government decision making on transport issues.

We are now consulting on our draft proposal to government, which sets out the statutory powers and responsibilities we are seeking to help us deliver economic growth, improve quality of life and protect and enhance the environment.

The draft proposal has been developed in conjunction with our member authorities and agreed by our organisation's principal decision making forum, the Transport for the South East shadow partnership board.

## Responding to the consultation

Before answering the questions below, please read the draft proposal document which can be found at:

<https://transportforthesoutheast.gov.uk/about/becoming-a-statutory-body>

Some questions require only a 'yes/no' answer which can be selected from a drop-down menu, while others provide the opportunity to give a more detailed response.

Once you have answered the questions and completed the 'Your information' section, please send this completed form by email to [tfse@eastsussex.gov.uk](mailto:tfse@eastsussex.gov.uk) or by post to:

Transport for the South East  
County Hall  
St Anne's Crescent  
Lewes  
BN7 1UE

Please note that we are only able to process responses which include completed personal information. Your contact details will not be added to our database unless you actively opt in.

**The deadline for responses is Wednesday, 31 July 2019.**

## Next steps

After the consultation period has ended, we will consider all the responses received and amend our proposal document accordingly.

The intention is that this amended version will be put before Transport for the South East's Shadow Partnership Board in September 2019, with the proposal being formally submitted to government by the end of the year.

Government will consider the proposal and will make a decision on whether TfSE should be granted statutory status. If the proposal is agreed, a statutory instrument will be laid before Parliament for the final decision.

## Consultation questions

Transport for the South East is looking to establish a statutory sub-national transport body (STB) for the South East of England. This would give the South East a formal and unified voice with which to influence government decision making on transport issues. The prime functions for an STB would be to publish a regional transport strategy and provide advice to the Secretary of State for Transport on investment opportunities across the area.

- 1. Do you, in principle, support the establishment of a sub-national transport body for the South East, including the ability to publish a transport strategy and advise central government on transport matters in the region?**

Yes

- 2. What do you regard as the benefits Transport for the South East will provide as a statutory sub-national transport body?**

A high quality, sustainable and integrated transport system, focusing on increased productivity, improved safety and quality of life, and protection for the environment.

Growth in the economy through integrated transport projects, improved connectivity, better protection of the environment, improved access to housing, jobs and education.

Increased investment, particularly in those areas in the region where such investment is likely to lead to the most effective growth.

Influencing national government, investment in pan-regional strategic corridors, effective, joined up planning. With powers that are proportionate and additional to the existing powers of the relevant authorities.

A powerful and effective partnership, bringing together 16 local transport authorities, 5 LEPs Collaboration with all significant partners, not just Network Rail and Highways England but potentially organisations such as Heathrow Airport Limited and any similar bodies operating adjacent to or otherwise in connection with the region.

Integrated travel solutions, including smart ticketing

Improved Air Quality, helped by clean air zones

*Nb please see the full Slough response in the attached supplementary document.*

Transport for the South East's draft proposal includes a list of constituent members and a number of co-opted members. [Primary legislation](#) sets out what bodies can be considered as 'constituent authorities'.

3. Do you, in principle, think your relevant local transport authority should be a member of the Transport for the South East sub-national transport body? If not, why?

Yes

Slough BC shares the TFSE commitment to support and grow the economy through integrated transport projects, to improve connectivity, speed up journeys and also to protect and enhance the environment in the region. All of these aims tally with Slough's priorities, and indeed with the essential three pillars of sustainability (Economy, Society, Environment).

However, we consider that TFSE has not yet sufficiently involved and considered the needs, requirements and priorities of all local authorities. The Berkshire Local Authorities have not received the same attention and consideration as the larger county authorities in the group. Further, the economic contribution to the region by Slough and more widely Berkshire has not been fully recognised within the proposal and related information provided by TFSE. Hence, as an active constituent member of TFSE, and part of the Berkshire membership group Slough will press for TFSE to engage more extensively.

The proposal refers to the 'natural and historic' environment of the South East. Slough BC will press for greater inclusivity, since environmental concerns in urban towns are equally important in terms of public health and social equity across the whole region. Improved air quality is a priority for Slough, specifically, as well as across the region.

There has been insufficient consideration of, and engagement with, Heathrow and the transport implications for both the South East region and Heathrow. Considerably more needs to be done by TFSE to understand the full implications and opportunities here; the potential impacts of Heathrow are huge. Slough BC will press for extensive exploration of the links with all organisations and authorities across regional boundaries.

SBC recognises the lack of adequate transport infrastructure to help deliver new housing and access to transport and education. This is a concern throughout the entire south east region, not just isolated areas. Housing is also a priority specifically for Slough.

Slough BC fully supports the proposal in relation to benefits for the travelling public, with particular reference to 'integrated travel solutions' and smart ticketing. The overall objective here must be to deliver genuine, multi-modal, sustainable, integrated transport.

Slough BC priorities better Air Quality, and we call for more focus on the issue by TFSE. Appropriate policies must be developed as an essential feature of the TFSE strategy.

As well as developing long term, sustainable transport infrastructure throughout the south east region, TFSE must develop strategies to help take advantage of the benefits offered by Travel Demand Management (TDM), focusing on reduction in travel where appropriate. This requires the development of non-travel options, drawing on technological developments. The conventional essential link between land-use planning and transport has effectively now become a triangular relationship involving digital technology as the third core contributor to the overall solution.

*Nb please see the full Slough response in the attached supplementary document.*

Beyond general functions of an STB, Transport for the South East is planning to make a proposal to the Department for Transport (DfT) for other transport functions which would be exercised concurrently and with the consent of the Secretary of State or local transport

authorities, e.g. in relation to constructing new highways. Any proposal to DfT would need formal consent from each 'constituent member' and any regulations would also need formal consent from all 'constituent members'.

**4. Are you content with the proposed functions in the draft STB proposal?**

Yes

**5. What other functions do you think an STB should have/not have and why?**



We would add the need to engage with other organisations which may not geographically lie within the TFSE region, but can be considered stakeholders in terms of impacts and contributions on a cross-regional basis. This would include Transport for London, Heathrow Airport Ltd and other any other relevant organisations or authorities of a similar stature. The various references to rail franchises and developments in this table strengthen the argument supported by Slough BC that TFSE must engage more comprehensively with all stakeholders and organisations involved. Little has been said elsewhere in this TFSE proposal relating to the Western Rail Access to Heathrow and the Southern Rail Access to Heathrow projects.

On capital grants, it is recommended that provision is made for constituent authorities to be awarded funding for transport enhancements that may cross authority boundaries, as well as within specific local authority areas. Agreements with neighbouring authorities (either within or outside of the south east region) would, of course, need to be carefully drawn up. The same principle applies to the provision of bus services, partnerships and franchises. Bus services are not confined to geographical boundaries, and may well cross regional boundaries. This also applies to integrated ticketing. Clarification on the powers and guidelines relating to these points is requested.

We support complementary and concurrent powers, However, there seems to be some conflict here with the lack of an effective veto (section 4.12). There is a risk here that individual local authorities may be in disagreement with the wider regional view and have decisions imposed upon them. Further clarity is sought on this matter.

*Nb please see the full Slough response in the attached supplementary document.*

**6. Would you be content with an STB having such functions if any use of those functions required the consent of the relevant local transport authority?**

Yes

Transport for the South East aims to maintain continuity from the governance structure that has served members effectively during shadow operation. Some key decisions may require

a vote, such as the transport strategy, annual budget and amendments to the constitution. A number of voting options have been explored, with a preferred option based on the population of the smallest individual constituent member. The preference will be to reach a consensus on all decisions, but where this cannot be achieved a weighted vote will be used. All 'constituent members' will need to consent to the final proposal to DfT.

**7. Are you content with the preferred voting mechanism, to be used when consensus cannot be reached?**

No

**8. Any other comments**

***Following up on our answer to question 7...***

Slough BC is broadly supportive of the voting principles proposed by TFSE. However, we repeat our concerns, as set out in our answer to question 6, about a possible conflict between TFSE and local authority views and wishes. More clarity is required here.

The voting option based on population may seem the simplest approach, however Slough BC notes that other factors are relevant here, including the contribution of any given authority to overall growth within the region. The biggest contributions may come from the local authority areas with small populations, for example within the Thames Valley. Hence it may be appropriate to consider alternative voting rights and procedures.

Slough BC agrees with the principle of working by consensus, but we would like to know exactly how TFSE proposes to resolve any disputes or disagreements where consensus is not achievable.

Furthermore, with specific reference to Berkshire, the table in Appendix 1 shows no votes for each of the six Berkshire unitary authorities, and 6 votes for the Berkshire Local Transport Body. This is consistent with previous correspondence with the Thames Valley LEP. It is understood that the Berkshire group will collectively have 6 votes, but only one seat on the board. Slough continues to support this original proposal, i.e. to join TFSE as both a constituent member and as part of the Berkshire group.

What is not clear in this table is what happens should any individual constituent member withdraw from the Berkshire group at any point in the future. Confirmation is requested on whether the authority will automatically be granted an individual vote. Clarification is also required on whether or not that individual member authority will also be granted a seat on the TFSE board.

***Other points, in summary, not covered in previous answers...***

***On Governance:***

There is a clear need here to ensure equality of opportunity for representation at all levels of governance within TFSE. More information is requested on the processes and procedures likely to be introduced here, with particular reference to how all authorities will have genuine opportunities to be involved.

***Nb please see the full Slough response in the attached supplementary document.***



## Your information

<b>Name:</b>	<b>Eddie Hewitt</b>
<b>Organisation:</b>	<b>Slough Borough Council</b>
<b>Job title:</b>	<b>Network Management Engineer</b>
<b>Email:</b>	<b>Eddie.Hewitt@slough.gov.uk</b>
<b>Would you like to receive news and other updates from Transport for the South East?</b>	Yes

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## **TFSE consultation: Full response by Slough Borough Council - June 2019**

### **Page 1. Executive Summary**

Slough Borough Council supports the proposal in principle to establish Transport for the South East as a sub-national body.

1.2. We share the commitment to support and grow the economy through integrated transport projects, to improve connectivity, speed up journeys and also to protect and enhance the environment in the region. All of these aims tally with Slough's priorities, and indeed with the essential three pillars of sustainability (Economy, Society, Environment).

1.4. We endorse the importance of collaboration and recognise the success of the LEPS.

1.8. We recognise the need to influence national government, invest in pan-regional strategic corridors, plan effectively, and support jobs, housing and growth.

1.9. We endorse the commitment to establish powers proportionate and additional to the existing powers of the relevant authorities.

### **Page 2. The Ambition**

2.1. On powerful and effective partnership, bringing together 16 local transport authorities, 5 LEPs etc: Whilst we agree with the intentions and some level of success to date, Slough Borough Council considers that TFSE has not yet sufficiently involved and considered the needs, requirements and priorities of all local authorities. The Berkshire Local Authorities have not received the same attention and consideration as the larger county authorities in the group.

2.2. Again, as in 1.2, Slough BC thoroughly supports the delivery of a high quality, sustainable and integrated transport system, focusing on increased productivity, improved safety and quality of life, and protection for the environment. However, regarding the reference here to 'natural and historic' environment. SBC calls for greater inclusivity, since environmental concerns in urban towns are equally important in terms of public health and social equity across the whole region.

2.3 Achieving the TFSE vision by 2050, including growing GVA to £500bn and creating 3m new jobs, is ambitious but a target that we are happy to support.

2.4. The proposal refers to “collective views on schemes such as southern and western rail access to Heathrow”.

In Slough’s opinion, there has been insufficient consideration of, and engagement with, Heathrow and the transport implications for both the South East region and Heathrow Airport Ltd. Considerably more needs to be done by TFSE to understand the full implications and opportunities relating to transportation across the boundary between the TFSE and Heathrow Airport.

*See further comments sections 3.3, 3.5, 3.16, 5.1, Table 1,*

2.6. The proposal refers to powers and functions ‘necessary to deliver our strategy and achieve our vision’. Also the ‘different geographic, economic, political, social and environmental characteristics.

In SBC’s opinion, not all local authority areas have been given the same level of consideration to date. Greater engagement with Slough and fellow Berkshire local authorities is requested.

### **Page 3. The Strategic Economic Case**

3.1 and 3.2. Regarding the importance of the region to economic success in the UK: Slough Borough Council considers that the economic contribution to the region by Slough and more widely Berkshire has not been fully recognised within the proposal and related information provided by TFSE. In particular, the Trading Estate in Slough, and the overall level of commercial activity in the town, along with contributions across Berkshire, is vast. Reference to this contribution would be welcomed, and included in all further TFSE discussions on regional strengths and opportunities.

3.3. Reference is made to Heathrow airport.

*As noted in SBC’s response to sections 2.4, 3.5, 3.16, 5.1, Table 1,* Slough BC considers that the impact of Heathrow and potential developments, both alongside and across the TFSE regional border is potentially huge. Existing and future growth have not yet been adequately explored by TFSE.



3.4 Reference is made to the withdrawal of the UK from the European Union. In the light of ongoing political difficulties in agreeing an exit solution, there is still a possibility that the UK will remain within the EU. Hence, TFSE must be prepared to consider all possible scenarios, and make plans for all eventualities.

3.5. Again, there is only a passing, generalised reference here to the importance of Heathrow airport. Whilst noting that this is a high level point, we maintain that there has been insufficient focus on Heathrow.

Slough BC would welcome the opportunity, perhaps in partnership with Heathrow Airport Ltd, to make a formal presentation to TFSE on the impact of the airport and the implications for growth within Slough and beyond across the region.

*See further comments sections 2.4, 3.3, 3.16 5.1, Table 1,*

3.6. The proposal refers to the 'highlights' across the region. We recognise the importance of these locations and assets. However, this paragraph omits to mention the urban areas (e.g. Berkshire towns), which in many people's opinions can also be considered 'amazing places to live, work and visit'. If we are going to have a truly equitable regional partnership, all areas must be included and valued.

#### **Page 4. The scale of the challenge and why change is needed**

3.8. With reference to transport infrastructure spending per head, we fully support the call for increased investment, particularly in those areas in the region where such investment is likely to lead to the most effective growth. The Thames Valley area, including Slough, is a prime example here.

3.10. This point refers to lack of adequate transport infrastructure to help deliver new housing and access to transport and education. This again is a concern throughout the entire south east region, not just isolated areas. Population growth in busy urban areas intensifies the call for housing development, with limited land available for development. TFSE must include plans for cross-region coordination and cooperation, with other local authorities that are in the south east but not in TSFE.

3.11. Linked to the above (3.10), Slough BC fully recognises that the challenges go beyond administrative and political boundaries and that it will be challenging to create effective

connectivity into and across the region, with the ultimate aims of growing the economy, improving people's lives, and, we would add, improving social equity and public health.

### **Page 5. The powers to achieve our vision**

3.12. Slough BC supports the proposal to establish TFSE with all the appropriate powers, for example equivalent to those of a mayoral combined authority, however any proposal to create e.g. a new role of mayor for the region would not need close scrutiny and would not necessarily be supported.

3.13. Slough BC supports the proposal on complementary powers. Further, we consider it essential to ensure that TFSE's powers build on the existing powers of local authorities, operate concurrently with them and will require consent of the relevant constituent authorities.

3.14. Regarding strategic influence, TFSE must be prepared to work alongside all significant partners, not just Network Rail and Highways England but potentially organisations such as Heathrow Airport Limited and any similar bodies operating adjacent to or otherwise in connection with the region. This is also ties up with the proposal's reference to cross boundary working (which must include working with local authorities not within the region).

### **Page 5. TFSE as a statutory body**

3.15. SBC supports (and considers essential) a strong TFSE voice with clear priorities and ability to influence the Government and other key stakeholders.

3.16. The call for TFSE to facilitate the delivery of jobs, housing and growth is endorsed by Slough BC. The proposal refers to engagement, including with TfL. Again, as above, Slough BC would advocate extensive engagement with Heathrow Airport Ltd and all other appropriate bodies and organisations.

*See further comments sections 2.4, 3.3, 3.5, 5.1, Table 1,*

3.17. On benefits for the travelling public, Slough BC fully supports the proposal here, with particular reference to 'integrated travel solutions'. The call for increased development and implementation of smart ticketing also complements Slough PC's own policies in this area; the overall objective being to deliver genuine, multi-modal, sustainable, integrated transport.

As well as developing long term, sustainable transport infrastructure throughout the south east region, TFSE must be mindful of and develop strategies to help take advantage of the benefits offered by Travel Demand Management (TDM), with a focus on reduction in travel where appropriate. This requires the development of non-travel options, increasingly drawing on technological developments. The conventional essential link between land-use planning and transport has effectively now become a triangular relationship involving digital technology as the third core contributor to the overall solution.

Further, in all of these areas, TFSE must focus on solutions that genuinely meet the needs of the region most effectively, and contribute best to the shared objectives of TFSE and all participating authorities and organisations. This will inevitably involve innovative approaches and responses to problems which have all too commonly resulted in road infrastructure investment in recent decades.

3.18. Slough BC welcomes TFSE's commitment to provide 'a clear, prioritised view of investments agreed by all the South East's local transport authorities'.

## **Page 7. Constitutional Arrangements**

4.1, 4.2, 4.3 and 4.4. Slough BC endorses the name, membership and the overall partnership board arrangements for the new sub-national body.

4.6. However, with reference to co-opted members, we would like to have more information on the people or organisations likely to be appointed or represented on the board.

## **Page 8. Proceedings**

4.9. Slough BC agrees with the principle of working by consensus, but we would like to know exactly how TFSE proposes to resolve any disputes or disagreements where consensus is not achievable.

4.10. The proposal refers to no single authority having a veto on any decision. However, there appears to be potential for conflict here between individual authority powers (specified in section 3.13) and the overall regional 'consensus' approach. Further clarification is needed here, with confirmation that local authorities will genuinely be able to object to (and

prevent the implementation of) any decision or scheme not considered right for that local authority area. This right could be regarded as a 'veto', and yet the TFSE plans to resolve issues where there is no consensus with a non-veto approach. In practice, it may be unlikely that a single local authority, or even multiple authorities will be in dispute with the regional approach, but such a possibility must be acknowledged with confirmation of all legal and procedural rights, obligations and opportunities.

4.11. The voting option based on population may seem the simplest approach, however Slough BC notes that other factors are relevant here, including the contribution of any given authority to overall growth within the region. The biggest contributions may come from the local authority areas with small populations, for example within the Thames Valley. Hence it may be appropriate to consider alternative voting rights and procedures.

4.12. The proposal sets out more detail on consensus and vetoes, but again, as stated above, the proposal appears to allow a scenario where individual authorities will not ultimately have the power to object, and to prevent actions or schemes that may not be considered desirable or appropriate by those authorities, if the majority view within TFSE is of a contrary opinion.

## **Page 9. Scrutiny, Standing Orders, Miscellaneous, Funding**

4.15 to 4.22 Slough BC supports the proposals in this section. No specific comments to add here.

## **Page 10. Governance**

4.23 to 4.26 There is a clear need here to ensure equality of opportunity for representation at all levels of governance within TFSE. More information is requested on the processes and procedures likely to be introduced here, with particular reference to how all authorities will have genuine opportunities to be involved.

## **Page 11. Functions**

### **General functions**

5.1. Slough BC agrees with the functions specified in points a) to e). We would add a further point, i.e. the need to engage with other organisations which may not geographically lie within the TFSE region, but can be considered stakeholders in terms of impacts and contributions on a cross-regional basis. This would include Transport for London, Heathrow Airport Ltd and other any other relevant organisations or authorities of a similar stature. *See further comments sections 2.4, 3.3, 3.5, 3.16, Table 1,*

### **Local transport functions**

5.5. We repeat our support for concurrent powers and the requirement for consent by local authorities (3.13); also our concern over the potential conflict here with the determination not to allow an effective veto (section 4.12)

### **Table 1. Proposed powers and responsibilities**

The various references to rail franchises and developments in this table strengthen the argument supported by Slough BC that TFSE must engage more comprehensively with all stakeholders and organisations involved. Little has been said elsewhere in this TFSE proposal relating to the Western Rail Access to Heathrow and the Southern Rail Access to Heathrow projects.

### **Highways**

Slough BC welcomes a 'strong formal role in roads investment' for TFSE, which will influence RIS strategy. However, the voice of individual local authorities affected by any roads investment project or proposal must still be heard and responded to.

Similarly, with reference to TFSE's proposal on entering into agreements to undertake certain works on the SRN, MRN or local roads, again any decisions made must take full account of the wishes and decisions made by the specific local authorities responsible for the areas affected.

The same applies to highway construction and construction of footpaths and bridleways.

This whole area of policy and intention relates to the issue of consensual approach and possible conflict with individual authority wishes (3.13, 4.12 and 5.5). Further clarity is sought here on the legal and procedural implications.

**On capital grants**, it is recommended that provision is made for constituent authorities to be awarded funding for transport enhancements that may cross authority boundaries, as well as within specific local authority areas. Agreements with neighbouring authorities (either within or outside of the south east region) would, of course, need to be carefully drawn up.

The same principle applies to the provision of bus services, partnerships and franchises. Bus services are not confined to geographical boundaries, and may well cross regional boundaries.

This also applies to integrated ticketing. Clarification on the powers and guidelines relating to these points is requested.

### **Air Quality**

The proposal on establishing clean air zones is welcomed by Slough BC. However, elsewhere in the proposal document, there is little detailed reference to this subject, only generalised statements on the environment. Slough BC calls for more focus, with more detailed commitment, to be included in the TFSE plans.

### **Other powers**

This is yet one more area which relates to potential conflict between TFSE / regional decisions and policies and those of individual member authorities, who may be in disagreement with the wider regional view. Once again, clarity must be provided on the extent of the powers to be granted here, for all parties involved.

### **Page 16. Powers and responsibilities not being sought.**

5.6. All noted and understood. However, regarding consultation, for cross-boundary (authority or region) projects and proposals, it might well be beneficial for TFSE to lead on this or perhaps to supplement, or at least endorse local authority measures, where appropriate.

### **Page 17. Support and Engagement**

6.1 to 6.5. All noted and agreed.

### **Page 18. Appendix 1. Distribution of votes**

The table shows no votes for each of the six Berkshire unitary authorities, and 6 votes for the Berkshire Local Transport Body. This is consistent with previous correspondence with the Thames Valley LEP. It is understood that the Berkshire group will collectively have 6 votes, but only one seat on the board. Slough continues to support this original proposal, i.e. to join TFSE as both a constituent member and as part of the Berkshire group.

What is not clear in this table is what happens should any individual constituent member withdraw from the Berkshire group at any point in the future. Confirmation is requested on whether the authority will automatically be granted an individual vote. Clarification is also required on whether or not that individual member authority will also be granted a seat on the TFSE board.

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# **Proposal to Government**

## Draft for consultation

**May 2019**

## 1. Executive summary

- 1.1 Transport for the South East is a sub-national transport body (STB) established to speak with one voice on the strategic transport priorities for the South East region.
- 1.2 Our aim is to support and grow the economy through the delivery of our transport strategy – a programme of integrated transport projects and programmes to unlock growth, boost connectivity and speed up journeys while improving access to opportunities for all and protecting and enhancing our region’s unique environment.
- 1.3 By operating strategically across the South East on transport infrastructure – a role that no other organisation currently undertakes on this scale – we will directly influence how and where money is invested and drive improvements for the travelling public and for businesses in a region which is the UK’s major international gateway.
- 1.4 Already we are commanding the attention of government, facilitating greater collaboration between South East local authorities, local enterprise partnerships (LEPs) and government to shape our region’s future.
- 1.5 Our next step is to become a statutory body. This draft proposal will be subject to a public consultation from May to July 2019 before being submitted to Government by the end of 2019 for consideration.
- 1.6 Our draft proposal has been developed in partnership with TfSE’s members and stakeholders and represents a broad consensus on the key issues facing the region and the powers required to implement our transport strategy.
- 1.7 The constituent authorities and LEPs have steered the development of the proposal, with input from members of our Transport Forum, which brings together representatives of transport operators, transport users and other interest groups.
- 1.8 Our members and stakeholders are clear that a statutory sub-national transport body for the South East is vital if we are to successfully:
  - Increase our influence with Government and key stakeholders;
  - Invest in pan-regional strategic transport corridors;
  - Enable genuinely long-term planning; and
  - Support the delivery of jobs, housing and growth.
- 1.9 We have only proposed those powers for TfSE which are proportionate and will be effective in helping us achieve our strategic aims and objectives, complementing and building on the existing powers of local authorities.
- 1.10 These powers would enable us to deliver significant additional value at regional level through efficient and effective operational delivery, better coordination of pan-regional schemes and the ability to directly influence and inform national investment programmes.

## 2. The Ambition

*“The South East is crucial to the UK economy and is the nation’s major international gateway for people and businesses.*

*“We will grow the South East’s economy by facilitating the development of a high quality, integrated transport system that makes the region more productive and competitive, improves access to opportunities for all and protects the environment.”*

### Transport for the South East vision statement

- 2.1 Transport for the South East (TfSE) was established in shadow form in June 2017. In the short period since, we have emerged as a powerful and effective partnership, bringing together 16 local transport authorities, five local enterprise partnerships and other key stakeholders including protected landscapes, transport operators, district and borough authorities and national agencies to speak with one voice on the region’s strategic transport needs.
- 2.2 Our shared vision is to ensure the delivery of a high quality, sustainable and integrated transport system that:
  - Supports increased productivity to grow the South East and UK economy and compete in the global marketplace;
  - Works to improve safety, quality of life and access to opportunities for all; and
  - Protects and enhances the South East’s unique natural and historic environment.
- 2.3 Our transport strategy, which covers the period to 2050, will form the basis for achieving that vision. It will be supported by a targeted investment plan which will identify how we can grow the GVA of the South East to £500 billion by 2050 and create almost three million additional jobs.
- 2.4 TfSE has already, in shadow form, added considerable value in bringing together partners and stakeholders to work with Government on key strategic issues, securing positive outcomes for the region in the Roads Investment Strategy 2 and Major Road Network consultation, influencing rail franchising discussions and providing collective views on schemes such as southern and western rail access to Heathrow.
- 2.5 The requirements within our draft proposal seek to provide TfSE with the initial functions and powers to move to the next stage of our development – to begin delivering the transport strategy and realising the benefits that a high quality, sustainable and integrated transport system can unlock for people, businesses and the environment.
- 2.6 We are clear that we only seek those powers and functions which are necessary to deliver our strategy and achieve our vision. Our requirements differ from those of other STBs and reflect the different geographic, economic, political, social and environmental characteristics of our region and the strategic objectives of TfSE and its partners.

### 3. The Strategic and Economic Case

#### The Transport for the South East area

- 3.1 The South East is already a powerful motor for the UK economy, adding more than £200 billion to the economy in 2015 – second only to the contribution made by London and more than Scotland, Wales and Northern Ireland combined.
- 3.2 It is home to 7.5m people and 329,000 businesses including some of the world's biggest multinationals as well as a large number of thriving, innovative SMEs. It is a world leader in knowledge intensive, high value industries including advanced engineering, biosciences, financial services and transport and logistics.
- 3.3 The South East area includes both of the nation's busiest airports in Heathrow and Gatwick, a string of major ports including Southampton, Dover and Portsmouth, many of the country's most vital motorways and trunk roads and crucial railway links to London, the rest of Britain and mainland Europe.

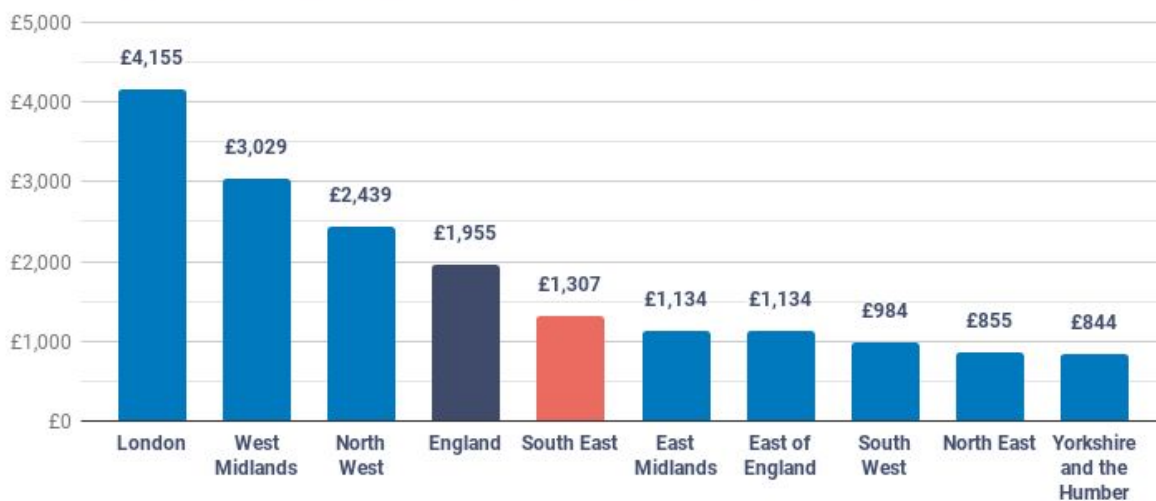


- 3.4 The South East's international gateways support the economic wellbeing of the whole of the UK. As we withdraw from the European Union, they will be integral to supporting a thriving, internationally facing economy.
- 3.5 Half of all freight passing through Dover going on to other parts of the country. Southampton sees £71 billion of international trade each year and Portsmouth handles two million passengers a year. More than 120 million air passenger a year use Gatwick, Southampton and Heathrow airports.
- 3.6 Our people and infrastructure are not our only assets. With two national parks, numerous areas of outstanding natural beauty and much of the region allocated as green belt, the South East draws heavily on its unique and varied natural environment for its success. It offers outstanding beaches, historic towns, dynamic cities and unparalleled links to London, the UK, Europe and the rest of the world. It is, in short, an amazing place to live, work and visit.

## The scale of the challenge and why change is needed

- 3.7 But we face a real challenge. Despite these enviable foundations – and in some cases because of them – our infrastructure is operating beyond capacity and unable to sustain ongoing growth.
- 3.8 Despite the economic importance of the region to the UK economy, contributing almost 15% of UK GVA (2015), the South East has seen continued underinvestment in transport infrastructure with a per capita spend that is significantly below the England average and a third of that in London.

### Planned transport infrastructure spending per head



Source: IPPR North analysis of planned central and local public/private transport infrastructure spending per capita 2017/19 onwards (real terms 2016/17 prices)

- 3.9 So while transport links to and from the capital are broadly good, elsewhere connectivity can be poor – even between some of our region’s major towns and cities. Train journey times between Southampton and Brighton (a distance of around 70 miles) are only marginally less than the fastest train journeys between London and Manchester. The corresponding journey on the A27 includes some of the most congested parts of the South East’s road network.
- 3.10 Underinvestment in road and rail infrastructure is making life harder for our residents and businesses. New housing provision is being hampered by the lack of adequate transport infrastructure. In our coastal communities, lack of access to areas of employment and further education and higher education are major contributors to high unemployment and poor productivity.
- 3.11 These are challenges that extend beyond administrative and political boundaries. They require TfSE to have the powers to effectively join up transport policy, regulation and investment and provide clear, strategic investment priorities which will improve connectivity into and across the region, boost the economy and improve the lives of millions.

## The powers to achieve our vision

- 3.12 To enable us to achieve our vision through the efficient and effective delivery of the transport strategy, we propose that a range of functions exercisable by a local transport authority, passenger transport executive or mayoral combined authority are included in the regulations to establish TfSE on a statutory footing.
- 3.13 We have only sought those powers which we believe are proportionate and will be effective in helping us achieve our strategic aims and objectives, complementing and building on the existing powers of local authorities. The powers will be sought in a way which means they will operate concurrently with – and only with the consent of – the constituent authorities.
- 3.14 These powers would enable us to deliver significant additional value at regional level in three key areas:
- **Strategic influence:** Speaking with one voice and with the benefit of regional scale and insight to influence the development of national investment programmes; a trusted partner for government, Network Rail and Highways England.
  - **Coordination:** Developing solutions which offer most benefit delivered on a regional scale; working with partners and the market to shape the development of future transport technology in line with regional aspirations.
  - **Operational:** Accelerating the delivery of schemes and initiatives which cross local authority boundaries, ensuring strategic investment happens efficiently and that the benefits for residents and businesses are realised as soon as possible.

## The benefits of establishing TfSE as a statutory body

- 3.15 **One voice for strategic transport in the South East**  
TfSE will provide a clear, prioritised view of the region's strategic transport investment needs. We already offer an effective mechanism for Government to engage with local authorities and LEPs in the region; statutory status would take that a step further, enabling us to directly inform and influence critical spending decisions by Government and key stakeholders including Highways England and Network Rail.
- 3.16 **Facilitating economic growth**  
The transport strategy will facilitate the delivery of jobs, housing and growth across the South East and further build on our contribution to UK GVA. Implementation of strategic, cross-boundary schemes, particularly investment in the orbital routes, will connect economic centres and international gateways for the benefit of people and businesses, regionally and nationally. TfSE also offers a route to engage with other sub-national transport bodies and Transport for London on wider cross-regional issues.
- 3.17 **Delivering benefits for the travelling public**  
TfSE can support the efficient delivery of pan-regional programmes that will offer considerable benefits to the end user – for example, integrated travel solutions

combined with smart ticketing will operate more effectively at a regional scale and can best be facilitated by a regional body than by individual organisations.

**3.18 Local democratic accountability**

Our transport strategy will be subject to public consultation and will, in its final form, provide a clear, prioritised view of investments agreed by all the South East's local transport authorities and with input from passengers, businesses and the general public. Delivery of the strategy will be led by the Partnership Board, comprising elected members and business leaders with a direct line of accountability to the people and organisations they represent.

**3.19 Achieving the longer term vision**

Securing statutory status offers TfSE the permanence and security to deliver the transport strategy to 2050, providing a governance structure that matches the lifecycle of major infrastructure projects. It will provide confidence to funders, enable us to work with the market to ensure the deliverability of priority schemes and support development of the skills needed to design, build, operate and maintain an improved transport network.

## 4. Constitutional arrangements

### Requirements from legislation

#### Name

- 4.1 The name of the sub-national transport body would be 'Transport for the South East ("TfSE")' and the area would be the effective boundaries of our 'constituent members'.

#### Members

- 4.2 The membership of the STB is listed below:

Bracknell Forest Borough Council  
Brighton and Hove City Council  
East Sussex County Council  
Hampshire County Council  
Isle of Wight Council  
Kent County Council  
Medway Council  
Portsmouth City Council  
Reading Borough Council  
Royal Borough of Windsor and Maidenhead Council  
Slough Borough Council  
Southampton City Council  
Surrey County Council  
West Berkshire Council  
West Sussex County Council  
Wokingham Borough Council

#### Partnership Board

- 4.3 The current Shadow Partnership Board is the only place where all 'constituent members' are represented at an elected member level<sup>1</sup>. Therefore this Board will need to have a more formal role, including in ratifying key decisions. This would effectively become the new 'Partnership Board' and meet at least twice per annum. The Partnership Board could agree through Standing Orders if it prefers to meet more regularly.
- 4.4 Each constituent authority will appoint one of their councillors / members or their elected mayor as a member of TfSE on the Partnership Board. Each constituent authority will also appoint another one of their councillors / members or their elected mayor as a substitute member (this includes directly elected mayors as under the Local Government Act 2000). The person appointed would be that authority's elected mayor or leader, provided that, if responsibility for transport has been formally delegated to another member of the authority, that member may be appointed as the member of the Partnership Board, if so desired.

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<sup>1</sup> The six constituent members of the Berkshire Local Transport Body (BLTB) will have one representative between them on the Partnership Board.



- 4.5 The Partnership Board may delegate the discharge of agreed functions to its officers or a committee of its members in accordance with a scheme of delegation or on an ad hoc basis. Further detail of officer groups and a list of delegations will be developed through a full constitution.

### **Co-opted members**

- 4.6 TfSE proposes that governance arrangements for a statutory STB should maintain the strong input from our business leadership, including LEPs and other business representatives. The regulations should provide for the appointment of persons who are not elected members of the constituent authorities but provide highly relevant expertise to be co-opted members of the Partnership Board.
- 4.7 A number of potential co-opted members are also set out in the draft legal proposal. Co-opted members would not automatically have voting rights but the Partnership Board can resolve to grant voting rights to them on such issues as the Board considers appropriate, for example on matters that directly relate to co-opted members' areas of interest.

### **Chair and vice-chair**

- 4.8 The Partnership Board will agree to a chair and vice-chair of the Partnership Board. The Partnership Board may also appoint a single or multiple vice-chairs from the constituent members. Where the chair or vice-chair is the representative member from a constituent authority they will have a vote.

### **Proceedings**

- 4.9 It is expected that the Partnership Board will continue to work by consensus but to have an agreed approach to voting where consensus cannot be reached and for certain specific decisions.
- 4.10 A number of voting options were considered to find a preferred option that represents a straightforward mechanism, reflects the characteristics of the partnership and does not provide any single authority with an effective veto. We also considered how the voting metrics provide a balance between county and other authorities, urban and rural areas and is resilient to any future changes in local government structures.
- 4.11 The steering group considered these options and preferred the population weighted option based on the population of the constituent authority with the smallest population (the Isle of Wight with 140,000 residents).
- 4.12 This option requires that the starting point for decisions will be consensus; if that cannot be achieved then decisions will require a simple majority of those constituent authorities who are present and voting. The decisions below will however require both a super-majority, consisting of three quarters of the weighted vote in favour of the decision, and a simple majority of the constituent authorities appointed present and attending at the meeting:
- (i) The approval and revision of TfSE's transport strategy;
  - (ii) The approval of the TfSE annual budget;

(iii) Changes to the TfSE constitution.

The population weighted vote would provide a total of 54 weighted votes, with no single veto. A table showing the distribution of votes across the constituent authorities is set out in Appendix 1. This option reflects the particular circumstances of TfSE, being based on the population of the smallest individually represented constituent member who will have one vote, and only a marginally smaller proportionate vote. It is considered that this option is equitable to all constituent authority members, ensures that the aim of decision making consensus remains and that smaller authorities have a meaningful voice, whilst recognising the size of the larger authorities in relation to certain critical issues.

4.13 The population basis for the weighted vote will be based on ONS statistics from 2016 and reviewed every ten years.

4.14 The Partnership Board is expected to meet twice per year. Where full attendance cannot be achieved, the Partnership Board will be quorate where 50% of constituent members are present.

### **Scrutiny committee**

4.15 TfSE will appoint a scrutiny committee to review decisions made or actions taken in connection with the implementation of the proposed powers and responsibilities. The committee could also make reports or recommendations to TfSE with respect to the discharge of its functions or on matters relating to transport to, from or within TfSE's area.

4.16 Each constituent authority will be entitled to appoint a member to the committee and a substitute nominee. Such appointees cannot be otherwise members of TfSE including the Partnership Board.

### **Standing orders**

4.17 TfSE will need to be able to make, vary and revoke standing orders for the regulation of proceedings and business, including that of the scrutiny committee. This will ensure that the governance structures can remain appropriate to the effective running of the organisation.

4.18 In regards to changing boundaries and therefore adding or removing members, TfSE would have to make a new proposal to Government under Section 102Q of the Local Transport Act 2008 and require formal consents from each constituent authority.

### **Miscellaneous**

4.19 It may be necessary that certain additional local authority enactments are applied to TfSE as if TfSE were a local authority, including matters relating to staffing arrangements, pensions, ethical standards and provision of services etc. These are set out in the draft legal proposal.

4.20 TfSE also proposes to seek the functional power of competence as set out in section 102M of the Local Transport Act 2008.

- 4.21 TfSE will consider options for appointing to the roles of a Head of Paid Service, a Monitoring Officer and a Chief Finance Officer whilst considering possible interim arrangements.

### **Funding**

- 4.22 TfSE will work with partners and the Department for Transport to consider a sustainable approach to establishing the formal STB and effectively and expeditiously as possible, bearing in mind the considerable support among regional stakeholders for TfSE's attainment of statutory status.

### **Governance: Transport Forum and Senior Officer Group**

- 4.23 The Partnership Board will appoint a Transport Forum. This will be an advisory body to the Senior Officer Group and Partnership Board, comprising a wider group of representatives from user groups, operators, District and Borough Councils as well as Government and National Agency representatives.
- 4.24 The Transport Forum will meet quarterly and be chaired by an independent person appointed by the Partnership Board. The Transport Forum may also appoint a vice-chair for the Transport Forum, who will chair the Transport Forum when the chair is not present.
- 4.25 The Transport Forum's terms of reference will be agreed by the Partnership Board. It is envisaged that the Transport Forum will provide technical expertise, intelligence and information to the Senior Officer Group and the Partnership Board.
- 4.26 The Partnership Board and Transport Forum will be complemented by a Senior Officer Group representing members at official level providing expertise and co-ordination to the TfSE programme. The Senior Officer Group will meet monthly.

## 5. Functions

*TfSE's proposal is to become a statutory sub-national transport body as set out in section part 5A of the Local Transport Act 2008.*

### General functions

- 5.1 Transport for the South East proposes to have the 'general functions' as set out in Section 102H (1) including:
- a. to prepare a transport strategy for the area;
  - b. to provide advice to the Secretary of State about the exercise of transport functions in relation to the area (whether exercisable by the Secretary of State or others);
  - c. to co-ordinate the carrying out of transport functions in relation to the area that are exercisable by different constituent authorities, with a view to improving the effectiveness and efficiency in the carrying out of those functions;
  - d. if the STB considers that a transport function in relation to the area would more effectively and efficiently be carried out by the STB, to make proposals to the Secretary of State for the transfer of that function to the STB; and
  - e. to make other proposals to the Secretary of State about the role and functions of the STB. (2016, 102H (1))5.
- 5.2 The general functions are regarded as the core functions of a sub-national transport body and will build on the initial work of TfSE in its shadow form. To make further proposals to the Secretary of State regarding constitution or functions, Transport for the South East will need formal consents from each 'constituent member'.
- 5.3 Transport for the South East recognises that under current proposals the Secretary of State will remain the final decision-maker on national transport strategies, but critically that the Secretary of State must have regard to a sub-national transport body's statutory transport strategy. This sets an important expectation of the strong relationship Transport for the South East aims to demonstrate with Government on major programmes like the Major Road Network and Railway Upgrade Plan.

### Local transport functions

- 5.4 Initial work has identified a number of additional powers that Transport for the South East may require that will support the delivery of the transport strategy. The table below provides an assessment of these functions.
- 5.5 The powers which are additional to the general functions relating to STBs will be requested in a way that means they will operate concurrently and with the consent of the constituent authorities.

**Table 1: Proposed powers and responsibilities**

POWER	RATIONALE
<b>General functions</b>	
<p><b>Section 102 H of the Local Transport Act 2008</b></p> <p>Prepare a transport strategy, advise the Secretary of State, co-ordinate the carrying out of transport functions, make proposals for the transfer of functions, make other proposals about the role and functions of the STB.</p>	<p>This legislation provides the general powers required for TfSE to operate as a statutory sub-national transport body, meeting the requirements of the enabling legislation to facilitate the development and implementation of a transport strategy to deliver regional economic growth.</p> <p>Government at both national and local level recognises that the solutions required to deliver regional economic growth are best identified and planned for on a regional scale by those who best understand the people and businesses who live and work there.</p>
<b>Rail</b>	
<p><b>Right to be consulted about new rail franchises</b></p> <p><i>Section 13 of the Railways Act 2005 – Railway Functions of Passenger Transport Executives</i></p>	<p>We are seeking the extension of the right of a Passenger Transport Executive to be consulted before the Secretary of State issues an invitation to tender for a franchise agreement.</p> <p>The right of consultation is significant to TfSE as it confirms our role as a strategic partner, enabling us to influence future rail franchises to ensure the potential need for changes to the scope of current services and potential new markets identified by TfSE are considered.</p> <p>TfSE is uniquely placed to provide a regional perspective and consensus on the priorities for rail in its area. This would benefit central government as a result of the vastly reduced need for consultation with individual authorities.</p> <p>We recognise that changes to the current franchising model are likely following the Williams Review; regardless of these changes, TfSE is clear that it should have a role in shaping future rail service provision.</p>
<p><b>Set High Level Output Specification (HLOS) for Rail</b></p> <p><i>Schedule 4A, paragraph 1D, of the Railways Act 1993</i></p>	<p>TfSE requires a strong, formal role in rail investment decision making over and above that which is available to individual constituent authorities. We act as the collective voice of our constituent authorities, providing an evidence-based regional perspective and consensus on the priorities for investment in our rail network.</p> <p>This power would enable TfSE to act jointly with the Secretary of State to set and vary the HLOS in our area, ensuring TfSE's aspirations for transformational investment in rail infrastructure are reflected in the HLOS and enabling an integrated approach across road and rail investment for the first time.</p>

<b>Highways</b>	
<p><b>Set Road Investment Strategy (RIS) for the Strategic Road Network (SRN)</b></p> <p><i>Section 3 and Schedule 2 of the Infrastructure Act 2015</i></p>	<p>TfSE requires a strong, formal role in roads investment decision making over and above that which is available to individual constituent authorities. We act as the collective voice of our constituent authorities, providing an evidence-based regional perspective and consensus on the priorities for roads investment.</p> <p>This power would enable TfSE to act jointly with the Secretary of State to set and vary the RIS in our area, ensuring TfSE's aspirations for transformational investment in road infrastructure are reflected in the RIS and enabling an integrated approach across road and rail investment for the first time.</p>
<p><b>Enter into agreements to undertake certain works on Strategic Road Network, Major Road Network or local roads</b></p> <p><i>Section 6(5) of the Highways Act 1980, (trunk roads) &amp; Section 8 of the Highways Act 1980 (local roads)</i></p>	<p>We are seeking the power that local highway authorities currently have to enter into an agreement with other highway authorities to construct, reconstruct, alter, improve or maintain roads.</p> <p>These powers, operated concurrently with the local authorities, will enable TfSE to promote and expedite the delivery of regionally significant cross-boundary schemes that otherwise might not be progressed. They would overcome the need for complex 'back-to-back' legal and funding agreements between neighbouring authorities and enable us to reduce scheme development time and overall costs.</p>
<p><b>Acquire land to enable construction, improvement, or mitigate adverse effects of highway construction</b></p> <p><i>Sections 239,240,246 and 250 of the Highways Act 1980</i></p>	<p>This power, exercisable concurrently and only with the consent of the relevant highway authority, would allow preparations for the construction of a highways scheme to be expedited where highway authorities are not in a position to acquire land.</p> <p>Land acquisition by TfSE could facilitate quicker, more efficient scheme delivery, bringing forward the economic and broader social and environmental benefits.</p>
<p><b>Construct highways, footpaths, bridleways</b></p> <p><i>Sections 24,25 &amp; 26 of the Highways Act 1980</i></p>	<p>The concurrent powers required to effectively promote, coordinate and fund road schemes are vital to TfSE. Without them, we would not be able to enter into any contractual arrangement in relation to procuring the construction, improvement or maintenance of a highway or the construction or improvement of a trunk road.</p> <p>Granting of these powers would enable TfSE directly to expedite the delivery of regionally significant road schemes that cross constituent authority boundaries that otherwise might not be progressed.</p>

<b>Make capital grants for public transport facilities</b>	
<p><b>Make capital grants for the provision of public transport facilities</b></p> <p><i>Section 56(2) of the Transport Act 1968</i></p>	<p>This concurrent power would enable TfSE to support the funding and delivery of joint projects with constituent local authorities, improving deliverability and efficiency.</p> <p>Constituent authorities would benefit from the granting of this concurrent power as they may, in future, be recipients of funding from TfSE to partly or wholly fund a transport enhancement within their local authority area.</p>
<b>Bus service provision</b>	
<p><b>Duty to secure the provision of bus services</b></p> <p><i>Section 63(1) Transport Act 1985</i></p>	<p>Local transport authorities and integrated transport authorities have a duty to secure the provision of such public passenger transport services as it considers appropriate and which would not otherwise be provided.</p> <p>Travel-to-work areas do not respect local authority boundaries. TfSE is seeking to have this duty concurrently with the local transport authorities in our area, enabling us to fill in identified gaps in bus service provision within our geography or secure the provision of regionally important bus services covering one or more constituent authority areas which would not otherwise be provided.</p>
<p><b>Quality Bus Partnerships</b></p> <p><i>The Bus services Act 2017 Sections 113C – 113O &amp; Sections 138A – 138S</i></p>	<p>TfSE is seeking powers, currently available to local transport authorities and integrated transport authorities, to enter into Advanced Quality Partnerships and Enhanced Partnership Plans and Schemes to improve the quality of bus services and facilities within an identified area. These powers would be concurrent with the local transport authority in the area.</p> <p>This would allow us to expedite the introduction of partnership schemes covering more than one local transport authority area which otherwise might not be introduced.</p>
<p><b>Bus service franchising</b></p> <p><i>The Bus Services Act 2017</i></p>	<p>This power, currently available to Mayoral Combined Authorities, would enable TfSE to implement bus service franchising in its area with the consent of the affected local transport authorities.</p> <p>We believe extending this power to STBs is consistent with the intention of the legislation in terms of delivering passenger benefit across travel-to-work areas and could enable a level of bus provision which otherwise would not exist. It would only be implemented with the consent of the local transport authority.</p>

<b>Smart ticketing</b>	
<p><b>Introduce integrated ticketing schemes</b></p> <p><i>Sections 134C- 134G &amp; Sections 135-138 Transport Act 2000</i></p>	<p>We are seeking powers concurrently with local transport authorities to enable TfSE to procure relevant services, goods, equipment and/or infrastructure; enter into contracts to deliver smart ticketing and receive or give payments.</p> <p>This would enable us to expedite the introduction of a cost effective smart and integrated ticketing system on a regional scale which would dramatically enhance the journey experience and increase access to transport to support jobs and education.</p>
<b>Air quality</b>	
<p><b>Establish Clean Air Zones</b></p> <p><i>Sections 163-177A of the Transport Act 2000 – Road User Charging</i></p>	<p>Local transport authorities and integrated transport authorities have the power under the Transport Act 2000 to implement road charging schemes.</p> <p>TfSE is seeking this general charging power as a mechanism for the introduction of Clean Air Zones, enabling reduced implementation and operating costs across constituent authority boundaries. This will be subject to the consent of the local transport authority.</p> <p>Transport is a major contributor to CO2 emissions and poor air quality; these are increasingly critical issues which our transport strategy will seek to address.</p>
<b>Other powers</b>	
<p><b>Promote or oppose Bills in Parliament</b></p> <p><i>Section 239 Local Government Act 1972</i></p>	<p>Local authorities have the power to promote or oppose Bills in Parliament; granting the power concurrently to TfSE reflects the devolution agenda of which STBs are a key part.</p> <p>Under the Transport and Works Act 1992, a body that has power to promote or oppose bills also has the power to apply for an order to construct or operate certain types of infrastructure including railways and tramways.</p> <p>Granting of this power would enable TfSE to promote, coordinate and fund regionally significant infrastructure schemes, accelerating delivery of cross-boundary schemes which might otherwise not be progressed.</p>
<p><b>Incidental amendments</b></p> <p><i>Local Government Act 1972, Localism Act 2011, Local Government Pension Scheme Regulations 2013</i></p>	<p>A statutory STB requires certain incidental amendments to enable it to operate as a type of local authority, with duties in respect of staffing, pensions, monitoring and the provision of information about TfSE.</p> <p>The incidental amendments sought are listed below in Appendix 2.</p>



## Powers and responsibilities not being sought

5.6 Transport for the South East does not propose seeking the following functions/powers:

<b>POWER</b>	<b>RATIONALE</b>
<b>Set priorities for local authorities for roads that are not part of the Major Road Network (MRN)</b>	TfSE will only be responsible for identifying priorities on the MRN
<b>Being responsible for any highway maintenance responsibilities</b>	There is no intention of TfSE becoming involved in routine maintenance of MRN or local roads
<b>Carry passengers by rail</b>	There are no aspirations for TfSE to become a train operating company
<b>Take on any consultation function instead of an existing local authority</b>	Local authorities are best placed to seek the views of their residents and businesses
<b>Give directions to a constituent authority about the exercise of transport functions by the authority in their area</b>	Constituent authorities understand how best to deliver their transport functions to meet the needs of their residents and businesses

5.7 The Williams Review, to which TfSE have submitted a response, could recommend significant changes to the structure of the rail industry, including the role of STBs in both operations and infrastructure enhancement. As a result, we will keep the following functions under review pending the Williams recommendations and subsequent White Paper.

<b>POWER</b>	<b>RATIONALE</b>
<b>Act as co-signatories to rail franchises</b>	There are no current aspirations for TfSE to become involved in this area.
<b>Be responsible for rail franchising</b>	

## **6. Summary of support and engagement**

- 6.1 This draft Proposal was shaped and endorsed by the TfSE Shadow Partnership Board in March 2019 prior to the launch of the consultation.
- 6.2 During the consultation process, the draft Proposal will be made available on the TfSE website and feedback sought via social media and other promotional activity. Meetings will be held with key stakeholders such as Network Rail, Highways England, Transport for London, England's Economic Heartlands and the Transport Forum.
- 6.3 Following the consultation period, TfSE will update the draft Proposal and publish a summary of the comments received.
- 6.4 TfSE will seek consent from its constituent authorities and the final draft Proposal will be endorsed by the Shadow Partnership Board in autumn 2019.
- 6.5 The final Proposal will include a summary of engagement activities, including a list of the organisations engaged in the process and an appendix with a number of letters of support from key organisations and businesses.

## Appendix 1: Distribution of votes

TfSE constituent authorities	Population <sup>2</sup>	Number of votes <sup>3</sup>
Brighton and Hove City Council	287,173	2
East Sussex County Council	549,557	4
Hampshire County Council	1,365,103	10
Isle of Wight Council	140,264	1
Kent County Council	1,540,438	11
Medway Council	276,957	2
Portsmouth City Council	213,335	2
Southampton City Council	250,377	2
Surrey County Council	1,180,956	8
West Sussex County Council	846,888	6
<i>Bracknell Forest Council</i>	<i>119,730</i>	
<i>Reading Borough Council</i>	<i>162,701</i>	
<i>Royal Borough of Windsor &amp; Maidenhead</i>	<i>149,689</i>	
<i>Slough Borough Council</i>	<i>147,736</i>	
<i>West Berkshire Council</i>	<i>158,576</i>	
<i>Wokingham Borough Council</i>	<i>163,087</i>	
Berkshire Local Transport Body (total)	901,519	6
<b>Total</b>	<b>7,552,567</b>	<b>54</b>

<sup>2</sup> Population as per ONS 2016 estimates

<sup>3</sup> Number of votes = population/140,000 (the population of constituent authority with the smallest population, this being the Isle of Wight)

## Appendix 2: List of incidental powers sought

This appendix sets out the incidental amendments that will be needed to existing legislation. They include areas relating to the operation of TfSE as a type of local authority with duties in respect of staffing, pensions, transparency, monitoring and the provision of information about TfSE.

(1) Section 1 of the Local Authorities (Goods and Services) Act 1970 has effect as if TfSE were a local authority for the purposes of that section.

(2) The following provisions of the Local Government Act 1972 have effect as if TfSE were a local authority for the purposes of those provisions—

- (a) section 101 Arrangements for discharge of functions by local authorities
- (b) section 111 (subsidiary power of local authorities);
- (c) section 113 (secondment of staff)
- (d) section 116 (member of TfSE not to be appointed as officer);
- (e) section 117 (disclosure by officers of interests in contracts);
- (f) section 135 (standing orders for contracts);
- (g) section 142(2) (provision of information);
- (h) section 222 (power to investigate and defend legal proceedings);
- (i) section 239 (power to promote or oppose a local or personal Bill).

(4) Sections 120, 121 and 123 of that Act (acquisition and disposal of land) have effect as if—

- (a) TfSE were a principal council;
- (b) section 120(1)(b) were omitted;
- (c) section 121(2)(a) were omitted.

(5) Section 29 of the Localism Act 2011 (registers of interests) has effect as if—

- (a) TfSE were a relevant authority, and
- (b) references to “the monitoring officer” were references to an officer appointed by TfSE for the purposes of that section.

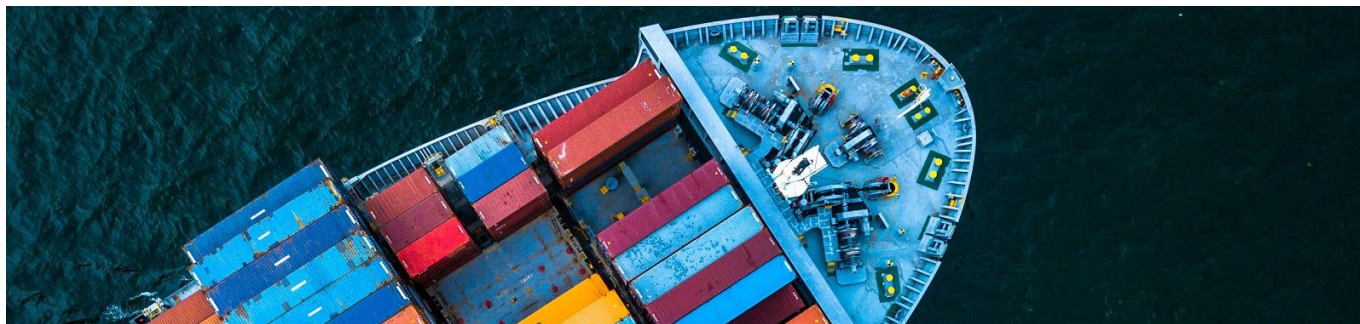
(6) In the Local Government Pension Scheme Regulations 2013—

- (a) in Schedule 2 (scheme employers), in Part 2 (employers able to designate employees to be in scheme), after paragraph 14 insert—  
“15. Transport for the South East.”;
- (b) in Schedule 3 (administering authorities), in the table in Part 2 (appropriate administering authorities for categories of scheme members), at the end insert—

“An employee of Transport for the South East	East Sussex County Council”
--	-----------------------------

(7) The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 have effect as if TfSE is a local authority within the meaning of s 101 Local Government Act 1972.

# Becoming a statutory sub-national transport body



**Transport for the South East was established as a shadow sub-national transport body (STB) in June 2017. Since then, we have emerged as a powerful and effective partnership bringing together 16 local transport authorities, five local enterprise partnerships and other stakeholders including protected landscapes, transport operators, district and borough authorities and national agencies to speak with one voice on the region's strategic transport needs.**

Together, our vision is to deliver a high-quality, sustainable and integrated transport system that:

- Supports increased productivity to grow the South East and UK economy and compete in the global marketplace;
- Improves safety, quality of life and access to opportunities for all; and
- Protects and enhances the South East's unique natural and historic environment.

## **Delivering our transport strategy**

The blueprint for achieving this vision is our transport strategy, which will be published for consultation in autumn 2019. Supported by a targeted investment plan, it will identify how we can grow the economy of the South East by an additional 50% to £500bn and create almost 3m additional jobs by 2050.

## **Formalising our role**

Delivering this ambitious strategy will require more than just partnership working. That's why we want to formalise our role as the South East's voice for strategic transport issues by becoming a statutory body.

## **The benefits of statutory status**

Statutory status will give us the ability to directly influence the development of national investment programmes and become a trusted partner for government, Highways England and Network Rail.

It will give us the powers and responsibilities we need to deliver tangible benefits for people and businesses, developing joined-up solutions to issues, like integrated smart ticketing, which are best tackled at a regional scale.

And it will mean we can accelerate the delivery of schemes and initiatives which cross local authority boundaries, making sure the benefits of investment are realised as soon as possible.

## **Proposed powers and responsibilities**

We've worked with our member authorities to draw up a proposal to government which makes the case for a statutory STB in the South East and sets out the specific powers and responsibilities we want to help us deliver economic growth, improve quality of life and protect and enhance the environment.

## **Consulting on our proposal**

The draft proposal was agreed by our shadow partnership board in March 2019. From 3 May to 31 July, we'll be consulting with stakeholders in the South East and neighbouring regions to give you the opportunity to have your say.

For more information on the consultation, visit [transportforthesoutheast.org.uk](https://transportforthesoutheast.org.uk)

## **Next steps**

The final proposal will be put before our shadow partnership board for approval in the autumn. Our plan is then to submit it to government for a decision, which would then need to be ratified by Parliament.

Whether statutory status is granted or not, we will continue working with our partners to deliver sustainable transport-led growth for people and businesses across the South East.



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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 July 2019

**CONTACT OFFICER:** Andrew Clooney – Group Manager – Consumer Protection  
Regulatory Services

**(For all enquiries)** (01753) 875988

**WARD(S):** All

**PORTFOLIO:** Cllr Pavitar Mann– Cabinet Member for Regulatory Services

**PART I**  
**KEY DECISION**

**APPROVAL OF SERVICE PLANS**

**1 Purpose of Report**

To seek Cabinet approval for Service Plans (the Plans) in relation to:

- Health and Safety Service
- Trading Standards Service

And to seek Cabinet views on the Food Safety Services plan and agreement for this to be referred to Full Council for approval in accordance with the requirements contained in legislation and guidance.

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

The Cabinet is requested to:

- (a) Recommend to Council on 23<sup>rd</sup> July 2019 that the Service Plan in relation to Food Safety be approved.
- (b) Resolve that the Service Plans in relation to Health & Safety and Trading Standards be approved.

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

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

**Protecting Vulnerable Children**

- Underage sales education and enforcement; projects in partnership with other stakeholders to reduce the incidence of violence in retail and licensed premises •
- Adopting professional curiosity in all that we do to ensure we are competent to recognise and identify child safeguarding issues.
- Maintaining professional curiosity among staff and keeping their awareness up to date on issues such as, Modern Slavery and Child Sexual Exploitation.

### **Increasing life expectancy by focussing on inequalities**

- Supporting and encouraging all the food outlets in Slough to provide safe food through inspections and interventions and the Food Hygiene Rating Scheme (FHRS)
- Reducing risks in the work place with investigations, interventions and specific projects based upon Slough's needs and those based on national priorities
- Increasing awareness of food labelling, allergens and healthy eating, and in doing so contribute to reducing obesity rates in Slough.
- Actively support the Prevention Strategy within our front line work

### **Improving mental health and wellbeing**

- Staff being trained on the Care Act and their responsibility under that legislation to be aware of safeguarding issues and reporting lines. Staff being trained in Making Every Contact Count.
- Working in conjunction and in support of Adult Social Care when our Services come across vulnerable people, particularly where they are victims of rogue traders, scams and financial fraud. e.g. Loan Shark project and Operation Rogue Trader/Liberal.
- To promote schemes which help the community to help themselves, such as Friends against Scams, Mail Marshals, the Banking Protocol and Adopt a Post Office.
- Safeguarding migrant and other vulnerable workers, including Modern Slavery issues and CSE awareness.

### **Housing**

- Enforcing the Tenancy Fees Act 2019, Consumer Rights Act 2015 S83 and the Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc)(England) Order 2014 which requires all lettings agents and property managers in England to belong to a Government approved redress scheme. Work alongside Slough housing to share best practice and work coherently and in the best interests of our residents.

## **3b Five Year Plan Outcomes**

These statutory service plans identify positive impacts towards all the 5 year Plan Outcomes, which is detailed in the individual action plans, and in particular:

- *Slough Children will grow up to be happy, healthy and successful*
- *Our people will become healthier and manage their own care needs*
- *Slough will be an attractive place where people choose to live, work and stay*
- *Slough will attract, retain and grow businesses and investment to provide opportunities for our residents*

The statutory plans also focus on developing entrepreneurial skills in the teams and commercialisation skills as a tool to maximise income. They also support the council's digital transformation by promoting agile front line working and channel shift to encourage better use of the council's website.



4 **Other Implications**

(a) Financial

It is anticipated that the plans will be implemented within existing resources. However, the situation will be closely monitored as unplanned reactive pressures, such as major investigations, will have resourcing implications which will be reported to members for their consideration.

Costs recovered from Primary Authority and other chargeable work will be used to help offset the cost of service delivery across Regulatory Services.

(b) Risk Management

*This section should set out whether there are any risks under the headings on the table below. Describe the risk and explain any mitigating action that has or will be taken (write 'none' in this column if the risk does not apply). Please also describe any positives or potential opportunities under each heading.*

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Statutory Service Plans in relation to the Food Safety, Health & Safety and Trading Standards work undertaken by the Council be endorsed.	Risk from complex criminal investigations or disease outbreaks that demand considerable officer time resulting in pressure upon resources to complete statutory work. National enforcement bodies may intervene and ultimately direct us to complete statutory work or take over the service. This creates reputational risk.	Mitigated by the re-prioritisation of resources where possible.  Utilise MOU arrangements with other Berkshire Unitary Authorities  The income from Primary Authority work and further commercialisation of services can be used to offset cost of service delivery	4 (probability: Very Low x severity: Marginal)	All risks of serious failures to complete statutory duties and serious deviations from the service plans will be highlighted to the Director and Cabinet.

	<p>There is a shortfall of 2.5 FTE, based on the FTE required to complete <u>all</u> obligations and targets within the service plans</p>	<p>Resources will be allocated based on risk and the best outcome. Some low risk inspections and aspirational health and safety projects will not be undertaken. Premises deemed as low risk will be managed so their risk is reviewed regularly, and should their risk rating increase, the premises will immediately be subject to interventions.</p>	<p>4 (probability: Very Low x severity: Marginal)</p>	<p>The FSA are aware that the expectations on local authorities outweigh what can be delivered, and a national review on the delivery of food safety regulation is under review, namely 'Regulating our Future'. We will continue to undertake quality inspections, not quantity.</p>
	<p>EU Exit may bring with it additional demands on the services through business and consumer demands for advice and support.</p>	<p>Officers are trained and competent to deal with EU Exit transitional issues and legislation.  SBC contingency plans</p>	<p>3 (probability: Low x severity: Negligible)</p>	<p>Trading standards and Food Safety Teams have contributed to Brexit preparedness, have put in place mitigation arrangements and are represented locally, regionally and nationally on relevant EU Exit panels and forums.</p>

(c) Human Rights Act and Other Legal Implications

Section 18(4) of the Health and Safety at Work etc. Act 1974 makes it the duty of every local authority exercising functions under the Act or associated regulations to

- (a) to make adequate arrangements for enforcement within their area;
- (b) to perform their duties in accordance with HSE guidance;

Subsection (4B) makes it a duty to the HSE and local authorities:

- (a) to work together to establish best practice and consistency in enforcement;
- (b) to enter into arrangements to secure cooperation and exchange of information in connection with carrying out their functions;
- (c) from time to time to review those arrangements and to revise them when they consider it appropriate to do so.

The National Local Authority Enforcement Code and Supplementary Guidance have been issued to assist local authorities with their enforcement responsibilities. Whilst there is no statutory requirement to have a published service plan, paragraph 42 of the Code recommends that publically available risk-based service plans and information on health and safety interventions, enforcement and prosecution activity is an effective way of being accountable to the public and businesses.

Section 40 of the Food Safety Act 1990 allows Ministers to issue codes of practice on the execution and enforcement of the Act. The Food Law Code of Practice is produced under this power and within it is a reference to the requirement for a documented Food Service Plan (Chapter 5, para 5.1.1).

The Food Law Enforcement Service Plan is part of the policy framework and therefore reserved to Full Council for approval under the council's constitution and as such requires referral from Cabinet to full Council.

(d) *Equalities Impact Assessment*

Equalities Impact assessments have been completed on key policies contained within the Plans. However, the work detailed in the Plans is based upon UK and European legislation that has already been assessed in terms of Equality Impact Assessment.

## 5 Supporting Information

- 5.1 National guidance on the delivery of the Authority's enforcement activities is issued by The Food Standards Agency, the Health and Safety Executive and the Department for Businesses, Innovation and Skills; setting out standards for service provision, monitoring and auditing arrangements, in order to ensure that local enforcement activities are undertaken in a robust, fair and consistent manner in line with the Regulators Code and our Enforcement Policy.
- 5.2 The Plans are an important part of the process to ensure national priorities and standards are addressed and delivered to meet local needs effectively; they will be reported to and scrutinised by the national agencies. These Plans, which are required to be reviewed and updated annually, will
  - focus on local priorities and the needs of our local community
  - provide an essential link with financial planning
  - set objectives for the future, and identify major issues that cross service boundaries;
  - and provide a means of managing performance and making performance comparisons

- in addition the plans will provide an essential link between statutory enforcement responsibilities and the teams support for the council's strategic priorities of the Five Year Plan.

5.3 Local authorities are required to include in their Statutory Service Plans

- Information about the services they provide
- the means by which they will provide those services
- the means by which they will set/monitor performance targets and standards
- a review of performance against proposed targets
- 

5.4 Charging for non-enforcement services and Primary Authority (PA) work has allowed for increased cost recovery activities which have helped to off set the cost of service delivery. PA is a statutory scheme which enables contractual partnerships to be formed between business and local authorities. The aim being to streamline and simplify the national regulatory compliance demands on local businesses in relation to trading standards, food and health & safety matters.

5.5 We currently have about 40 partnerships with national and international businesses such as; Reckitt Benkiser, Mars, Telefonica (O2), Superdrug, Wyevale Garden Centres, Furniture Village and Burger King. It is our intention to continue to enhance the entrepreneurial skills of the teams and further develop commercialisation of the services over the next year. The promotion of the Business Advice and Support Partnership, a partnership network involving Slough, Hampshire, Kent and East Sussex County Councils will help to achieve enhanced opportunities to develop commercial success by sharing capacity and infrastructure whilst offering much needed resilience and capacity.

5.6 The Statutory Service Delivery will continue to focus very specifically upon areas of high risk and evidenced need whilst aiming to reduce the regulatory burden on compliant business. The plans provide the framework to ensure we continue to make the best use of the resources we have available, enabling residents and businesses to access high quality support, ensuring positive outcomes and value for money, supporting business growth whilst protecting our residents and communities.

6 **Comments of Other Committees**

This report has not been considered by any other committees. The Food Safety Service Plan will be referred to Council for approval on 23<sup>rd</sup> June 2019.

7 **Conclusion**

The proposed plans illustrate our commitment to continuous improvement and accountability, whilst responding flexibly to ongoing changes in both the regulatory and consumer landscapes nationally and locally in Slough. They also show how the Council has successfully adopted a balance of techniques and approaches to support local businesses; drive up compliance by enabling businesses to access information & advice more effectively; enhance consumer protection and promote, with our partners, safety and wellbeing in the workplace and our communities. This is being achieved whilst at the same time off-setting the cost of delivery by appropriate charging for discretionary services.

It is clearly illustrated within the Plans how our work contributes significantly towards supporting the outcomes of the 5 Year Plan and the Slough Joint Wellbeing Strategy.

The Cabinet is requested to recommend that the Service Plans in relation to the Health & Safety and Trading Standards work are approved and that the Food Safety Service Plan is referred to full Council

8 **Appendices Attached**

- a. Food Safety & Standards Service Delivery Plan 2019/20
- b. Health & Safety Service Delivery Plan 2019/20
- c. Trading Standards Service Delivery Plan 2019/20

9 **Background Papers**

'1' Food Standards Agency Code of Practice (March 2017)

<https://www.food.gov.uk/about-us/food-and-feed-codes-of-practice>

'2' National Local Authority Code, Health & Safety at Work. (2013)

<http://www.hse.gov.uk/lau/la-enforcement-code.htm>

'3' Primary Authority Statutory Guidance. Regulatory Delivery, Oct 2017

[https://www.gov.uk/government/publications/primary-authority-](https://www.gov.uk/government/publications/primary-authority-statutory-guidance)

[statutory-guidance](https://www.gov.uk/government/publications/primary-authority-statutory-guidance)

'4' The Consumer Protection & Business Compliance Enforcement Policy

[http://www.slough.gov.uk/council/strategies-plans-and-](http://www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx)

[policies/regulatory-and-enforcement-services-enforcement-policy.aspx](http://www.slough.gov.uk/council/strategies-plans-and-policies/regulatory-and-enforcement-services-enforcement-policy.aspx)

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**SLOUGH BOROUGH COUNCIL**

<b>REPORT TO:</b>	Cabinet
<b>DATE:</b>	15 July 2019
<b>CONTACT OFFICER: (For all enquiries)</b>	Dean Tyler, Service Lead, Strategy and Performance (01753) 87 5847
<b>WARDS:</b>	All.
<b>PORTFOLIO:</b>	Cllr James Swindlehurst, Leader, Regeneration & Strategy

**PART I**  
**NON-KEY DECISION****LGA CORPORATE PEER CHALLENGE - DRAFT ACTION PLAN****1 Purpose of Report**

To review the draft Action Plan in response to the LGA Corporate Peer Challenge and agree next steps. The final LGA report is at Appendix A.

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

The Cabinet is requested to resolve:

- (a) That the draft Action Plan at Appendix B be considered and noted.
- (b) That the timetable for an LGA led Governance Review Appendix C be noted.

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

Recommendations in the draft action plan (Appendix B) include the council's collaboration with our partners. Our response to these recommendations will influence the council's contribution to the delivery of partnership working, the Slough Joint Wellbeing Strategy (SJWS) priorities, as well as the way in which the priorities in future iterations of the SJWS are developed.

**3b Five Year Plan Outcomes**

The findings of the peer challenge support our strategic direction of travel to better articulate our long-term vision for the borough - including more emphasis on people. This will help us to deliver all five of our priority outcomes:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

#### 4 **Other Implications**

##### (a) Financial

Theme 3 of the peer challenge addressed Financial Planning and Viability.

##### (b) Risk Management

The key potential risk with the peer challenge was always to our reputation. We have embraced the peer challenge and commented constructively on the findings. The LGA have responded in a similarly constructive manner and as a result we have maintained a positive relationship which will contribute to the resetting of our reputation with the LGA and government generally.

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

A number of the LGA's recommendations relate to good governance and ethical standards.

##### (d) Equalities Impact Assessment

Should the implementation of the action plan necessitate an assessment, it will be carried out as required.

##### (e) Workforce

There are no direct workforce implications. Implementation of the action plan will be managed by senior leaders.

#### 5 **Supporting Information**

##### 5.1 Background

The LGA corporate peer challenge took place between 5<sup>th</sup> and 8<sup>th</sup> February 2019. The LGA team spoke to more than 90 people including a range of council staff together with councillors and external stakeholders - collectively more than 250 hours were spent to determine their findings.

The peer challenge focussed on:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
3. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes and performance?



4. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders and its communities?
5. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

## 5.2 Recommendations

Key findings include:

- Recent stability of political and officer leadership was welcomed by all
- Leadership speaks compellingly about the future for Slough
- Track record of delivering a balanced budget
- Recognition Slough is a 'boom town' with a thriving economy and investor confidence
- There is a great story to be told around inclusive growth and how Slough residents will benefit
- Emerging transformation agenda is the right thing to do

The LGA report sets out 29 recommendations including a specific LGA review of good governance and ethical standards – see **Appendix C** for an outline proposal from the LGA.

The LGA report highlighted the following 6 key recommendations:

- Establish a stronger sense of where you want to get to – your vision
- Develop and deliver this vision which identifies what the future looks like for all parts of the community – for place and for people
- Consider and articulate what a 21st Century Council will look like for Slough to build unity around a common purpose
- Establish a more fundamental equilibrium between the council's ambition for people and place, and communicate this
- Progress the emerging transformation agenda and invest more time in rooting this in culture change
- Develop your governance from 'basic control' to good

## 5.3 Transformation

The report reaffirms our own assessment of the key areas that need to be addressed as part of our transformation programme – the business case for which was approved by Cabinet on 15 April 2019.

## 6 Comments of Other Committees

This report has not yet been seen by any other committees.

## 7 Conclusion and next steps

The LGA corporate peer challenge was a constructive process that has confirmed our understanding of the key issues facing the council and supporting the case for transformation.

The LGA will be invited to undertake a Governance review by the end of the calendar year and a follow up to the corporate peer challenge by September 2020.

8 **Appendices Attached**

- 'A' Feedback Report. Corporate Peer Challenge, Slough Borough Council 5<sup>th</sup>-8<sup>th</sup> February 2019.
- 'B' Draft action plan.
- 'C' LGA Governance Review Proposal

# Corporate Peer Challenge Slough Borough Council

*5<sup>th</sup>-8<sup>th</sup> February 2019*

## Feedback Report

## **1. Executive Summary**

The Borough of Slough is a vibrant, economically successful borough on the cusp of major regeneration. The borough covers a small geographic area and has a highly diverse population. The borough is already incredibly well connected to London and connectivity is set to improve further with new cross London and Heathrow airport rail links. Slough is a place that people from all over the world have come to and made their home. Slough's councillors, employees and residents are rightly proud of their borough and its ability to weather change.

The council has recently faced significant political and senior officer instability and is now benefitting from a new chief executive, stable Corporate Management Team, and experienced political leadership. In addition to this instability there have been performance issues within children's services and their resultant move into a separate, arm's length children's trust. Children's services have now moved from an 'Inadequate' Ofsted rating to 'Requires Improvement to be good'. There is now significant political will and officer expertise working to ensure that children in Slough are safe and can prosper. The impact in the council of the new chief executive is already very positive and her calm and thoughtful leadership approach will play a major role in guiding the organisation towards a stable future.

The improvements in children's services, progress in town centre regeneration and increased stability are all clear indicators that Slough is moving from a difficult period towards one where the council's ambitions can be realised for the benefit of all Slough's residents.

The peer team found an organisation that is learning to move away from a time of crisis towards delivering an exciting new future for the borough. This journey will need a much deeper commitment to the principles of good governance and a clear roadmap of how the council will deliver this to ensure that the highest ethical standards are at the heart of every decision taken.

## **4. Summary of the Peer Challenge approach**

It is important to stress that this was not an inspection. Peer challenges are improvement-focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement plans. The peers used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

This report provides a summary of the peer team's findings. In presenting this report the peer challenge team has done so as fellow local government officers and members, not professional consultants or inspectors. It builds on the feedback presentation provided by the peer team at the end of their on-site visit 5-8 February 2019. By its nature, the peer challenge is a snapshot in time.

Peers reviewed a range of information to ensure we were familiar with the Council, the challenges it is facing and its plans for the future. We have spent 4 days onsite during which we have:

- Spoken to more than 90 people including a range of council staff together with councillors and external stakeholders
- Gathered information and views from more than 36 meetings, visits to key sites and additional research and reading
- Collectively spent more than 250 hours to determine our findings – the equivalent of one person spending almost 6 ½ weeks in Slough

Feedback was provided to an invited audience of staff and councillors on day four of our visit and this report will be accompanied with the offer of bespoke follow up. Some of the feedback may be about issues you are already addressing and progressing.

## **The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge were:

- Jan Britton, Chief Executive, Sandwell MBC
- Cllr Clare Coghill, Leader LB Waltham Forest
- Jacqui Old, Director of Adults and Children's Services North Tyneside BC
- Polly Cziok, Director of Communications and Engagement, LB Hackney
- Simon Machen, Corporate Director Growth, Peterborough BC
- Mark Nicholson, Assistant Director Finance, Newcastle City Council
- Lusi Manukyan, Adviser, Local Government Association
- Clare Hudson, Peer Challenge Manager, Local Government Association

## **Scope and focus**

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges. These are the areas we believe are critical to councils' performance and improvement:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
3. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

4. Political and managerial leadership: Does the council provide effective political and managerial leadership through its elected members, officers and constructive relationships and partnerships with external stakeholders?
5. Governance and decision-making: Is political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change to be implemented?

### **3. Key recommendations**

There are a range of suggestions and observations within the main section of the report in addition to issues raised in the conversations onsite. The following are the peer team's key recommendations:

- Establish a stronger sense of where you want to get to – your vision
- Develop and deliver this vision which identifies what the future looks like for all parts of the community – for place and for people
- Consider and articulate what a 21st Century Council will look like for Slough to build unity around a common purpose
- Establish a more fundamental equilibrium between the council's ambition for people and place, and communicate this
- Progress the emerging transformation agenda and invest more time in rooting this in culture change
- Develop your governance from 'basic control' to good

Further recommendations can be found throughout the various sections of the report and a summary of recommendations is located towards the end of this report.

## **5. Feedback on the core themes of peer challenge**

### **5.1 Leadership of Place**

The political and officer leadership speak fluently about the future for Slough. Councillors are heavily engaged in the town centre regeneration and work closely with partners and officers to shape this. The local economy in Slough has in many ways bucked the national trend and growth has been consistently high, inward investment significant and population growth above average. There is a sense of the borough being a 'boom town' with a thriving economy and impressive and improving connectivity. The scale of growth already planned for is extensive and there is a prospect of growth reaching further heights if the council and partners can agree a future vision and build it.

In delivering its future vision the council needs to position itself as being the shaper of the future, otherwise there is a risk of being shaped by it. This is evident in the potential tensions that economic growth is already presenting in housing affordability and the resultant rise in homelessness presentations. Equally there is an almost universal recognition of the problems facing the borough of transport congestion. The council has an emerging transport strategy to tackle congestion and the council will need to be clear about how this will be funded.

The town centre regeneration plans presented to the peer team were impressive and potentially transformational. The council has already made significant investment in the town centre and there are signs of improvements to the public realm, however there is a risk that the council's focus on major regeneration programmes means that more immediate needs for smaller scale improvements in the public realm are not prioritised. There is an opportunity to continue to make swift public realm improvements to bring together the existing pockets of town centre regeneration in the short term.

The council must act now to bring together an overarching vision for the different neighbourhoods of the borough – linking this to the major town centre regeneration. This vision will set the guiding principles under which the strategies for delivery will sit. Investing in developing this vision now will give the council and its partners the chance to give more thought to what makes Slough unique. There are already many community organisations that are well placed to facilitate this and help the council's existing vision for housing and economic growth move to a vision of inclusive growth providing excellent services for all.

This vision can marry the existing focus on establishing iconic new buildings and improved connectivity with public realm improvements and agree with residents and partners what an inclusive growth vision will deliver for all. In doing this the council must make more sustained effort to engage with partners locally, and within the national and regional context. Everyone the peer team spoke recognised that the borough needs to overcome a negative perception of the town, and it is now the council's responsibility to be more outward looking, tell Slough's story and also learn from elsewhere. Where the council has shown placed based leadership, particularly in regard to the health and social care and the Integrated Care System and Wellbeing Board, this has been effective and well received. The council needs to maintain and extend this approach and establish a better equilibrium in how it will deliver excellent services for people and place.

## **Recommendations**

- Spend more time with residents and partners to collectively understand what makes Slough unique
- Consider creating two high level strategic forums – one for people and one for place that the Leader and Chief Executive convene to bring together major stakeholders. This could unify resources and harness strategic efforts throughout Slough's partnerships.
- Develop an overarching vision for inclusive growth encompassing all neighbourhoods – for people and place
- Continue to invest in public realm improvements to improve the town centre

- Keep up and extend the efforts to engage in place leadership to ensure Slough maximises the benefits of sub regional, regional and national engagement

## **5.2 Priority setting**

The council uses tried and tested mechanisms for priority setting and reports regularly on its progress through internal fora. The council uses data and evidence to inform its thinking, but the council could do more to move towards using insight to design services, manage demand and anticipate future need. There are early moves towards using insight to inform decision making but this needs a greater clarity of purpose in order to gain traction and become part of the day to day approach of decision making. This should be married with more sustained community engagement to involve the community in its overarching vision and priority setting. The emerging transformation programme includes steps to increase the use of insight, but the council needs to be careful about 'not putting the cart before the horse' – insight should guide the transformation programme, not be the result of it.

There is a solid understanding of place notable in leading members but there needs to be a greater coherence in how this understanding contributes to corporate priority setting. The council updates its corporate plan regularly, but it was not visible to the peer team to what extent this is co-produced with the community and partners and truly determines the delivery of priorities.

There is widespread recognition of the council's role in safeguarding the most vulnerable and building resilience in its communities. The term 'narrowing the gap' is frequently used, but it is not clear what the council is doing across *all* service areas to make this a reality. The peer team was impressed with the scale of integration with local health partners and the clear commitment to deepen this further to benefit the residents of Slough. The Wellbeing Board is highly regarded with strong partner buy-in and appears to be solidly progressing this agenda. The council is well placed to build on this within its Integrated Care System and should consider how the depth of partnership working in health could be extended to other key areas. The concept of health system leadership is recognised as necessary by the council and members and officers now need to consider how they can collaboratively lead this into the future.

The council participates in a wide number of partnership arrangements and meetings. The peer team counted at least forty different partnership arrangements that the council continues to participate in. The council should assess these partnerships and their role within them and consider focusing their resources where they can have most impact on both people and place. This would free up councillor and officer time to develop the roadmap for the council towards good governance and from there decisions can be taken about the future partnerships the council should focus its resources on.

In doing this the council should consider what further role there could be for the voluntary and community sector in working with the council to build resilient and thriving communities. The peer team heard of many instances of flourishing community groups that could be well placed to help ensure that growth planned for the borough can benefit all parts of the community. The capacity of the voluntary and community sector is not



uniform across the borough and the council should undertake a mapping exercise with a view to building capacity in those under-served areas and ensure that it does not allow local priority setting to be defined by those with the most active voices. This will be critical as the council works towards establishing a better equilibrium in how it will deliver excellent services for people and place.

The council is aware of and openly discussing the potential challenges that Brexit and any potential economic shock could pose for growth and income. The Corporate Management Team has appropriate mechanisms in place to understand and mitigate the potential risks to the council.

## **Recommendations**

- Undertake a mapping exercise to understand voluntary and community sector capacity
- Analyse the impact of partnership working and allocate resources against council priorities
- Seek to improve and deepen effective external partnerships
- Invest in further exploring the human richness of Slough and how the community, partners and the council can collectively deliver thriving communities
- Consider greater use of customer insight to determine priorities and design services
- Continue to progress collaboration building on the experiences of the local health system including further strengthening joint commissioning and provision of integrated care. There is scope for better integration of GP, community health, mental health and hospital services as well as home care and care homes through increasing partnerships of care providers and commissioners.

## **5.3 Financial Planning and Viability**

Slough benefits from significant land and property assets which have been effectively leveraged to generate sustained financial returns and have plans for these to contribute further to the council's budget position. The joint venture with Morgan Sindall, Slough Urban Renewal, has realised financial returns through regeneration utilising capital receipts (benefitting from buoyant land values), interest on loans and development profits. The council has previously used the financial returns received from the joint venture to fund revenue expenditure but is now phasing this out.

The council's capital programme is ambitious and will require tight monitoring. Within the planned capital programme the council is planning to borrow further to invest in commercial property to provide income to support its revenue account. This is an integral element of the council's financial strategy and the council should consistently and clearly articulate the risks that it may be exposed to because of this strategy – and what measures it is taking to mitigate those risks.

The council has made extensive use of prudential borrowing, particularly short term borrowing. Whilst this approach to borrowing minimises short term interest payments at a time when borrowing costs are low it does need to be carefully managed. Currently 44% of the council's borrowing is due to mature within one year and this potentially

increases the longer term financial risk the council faces. Given the uncertainty the economy is experiencing the council will want to regularly review whether this is the most prudent approach and should report regularly on their borrowing policy through appropriate governance channels.

The council maintains its own housing stock and is building more council owned properties as well as working closely with registered providers and arm's length management organisations. The council's Housing Revenue Account (HRA) had a balance of £17.8m as at 31 March 2018 and appears to be well managed.

The council also needs to actively manage its financial contractual relationship with the Slough Children's Services Trust to ensure that there is clarity within the contract over the treatment of any future overspends and loan arrangements. The contract with the Trust is set to end in 2021 and the council is already taking steps to discuss the future of the service with the Trust, and other partners.

The council has measures in place to ensure strategic oversight of finance. The Strategic Finance Board meets regularly and has the potential to become a corporate vehicle that can provide a strong grip on budget delivery going forward. The Board operates a Red/Amber/Green rating of savings proposals and is well placed to undertake robust monitoring of delivery and implementation.

The council's finance function, like all service areas, must balance competing demands on its resources. The delay to statutory accounts being published three years in a row has meant that the function has had to focus significant resources on remedying this. The peer team heard that measures are now in place to ensure that accounts are processed more quickly and there is no anticipation of this occurring again. However, the function's resources will need to be carefully managed to deliver more timely year-end accounts as well as supporting the council through a period of transformation.

The council has an identified savings plan to deliver £7m of savings within the current financial year. At the time of writing there was a potential overspend emerging as £4.8m of savings had yet to be delivered according to quarter three monitoring. The Council is expecting to receive one-off income in the current year that would allow it to deliver a balanced budget by the end of the financial year, and the peer team are confident that the council can do this. The council is facing a significant cumulative deficit (estimated at £7.1m by the end of the current financial year) in its Dedicated Schools Grant high needs expenditure. This is not uncommon. The council is reporting on this and now needs to develop and report a plan for reducing the deficit.

Going forward further savings of approximately £20.3m are identified for the Medium Term Financial Strategy (MTFS) period, namely £12.4m in 2019/20, £4.9m in 2020/21 and £3.0m in 2021/22. However the peer team had some concerns that savings in years two and three of the MTFS may be understated. The council's 2019-20 budget savings include £3m from increased recharges to the HRA and capital projects. This is a significant figure and the peer team would question whether this is sustainable in the longer term. The council is also aiming to increase income from commercial property and has recently undertaken significant investment in commercial property assets. Although appropriate due diligence will have been undertaken the council needs to be

aware of the increased risk profile it now faces as a result of its increased reliance on commercial property income.

The council is planning for further savings and is taking a strategic approach to this by allowing for a 10% contingency for savings delivery. This is prudent given the fluctuating impact of demand and potential economic shocks. The peer team would also suggest that the potential pressures that could impact on demand led services are more fully accommodated into the MTFS, notably temporary accommodation, adult social care and children's services.

The council is set to benefit from the continuation of the Berkshire business rates pilot which will provide additional income of at least £1m in 19-20. The relatively high proportion of non-retail assets in the borough affords the council greater resilience in the business rates baseline meaning they are less exposed to retail sector downturn than other boroughs. The borough is also set to benefit from high levels of council tax base growth, which combined with the other income streams for the council, offer a solid basis for financial sustainability.

Slough has the potential to maintain financial stability, but this will be dependent on its ability to actively manage the financial risks to which it is exposed and deliver planned savings. Reserves are low as a proportion of net revenue expenditure and have been reduced in recent years. The Council are not budgeting to use reserves to support their budget in 2018/19, nor plan to do so in future years but there remains uncertainty over certain areas of the budget, notably children's services and the council needs to more clearly articulate its target level of reserves; how it will increase reserves to this level and over what timescale; to ensure it is more financially resilient.

## **Recommendations**

- Continue to take measures to reduce the Dedicated Schools Grant high needs deficit
- Seek to fully accommodate potential pressures of demand led services within the MTFS
- Actively manage the potential financial risks to the council through the contractual relationship with the Children's Trust
- Ensure regular monitoring of the appropriateness of balance of borrowing – short, medium and long term
- Strengthen the role of the Strategic Finance Board to oversee the implementation and delivery of planned budget savings.
- Introduce a budget sign-off process to ensure all planned budget changes are fully owned
- More clearly articulate the risks that the council is potentially exposing itself to – the rewards to date have been extensive but there is a need for a clearer articulation and deeper understanding of the risks
- Through this more clearly articulate the council's reserves strategy and how the council will increase its reserves in the short and medium term to provide financial resilience

## 5.4 Capacity to deliver

The borough of Slough is extremely diverse, vibrant and energetic. The council is already active in encouraging community capacity to help enable the council, its partners and community to deliver a new vision for Slough. There is a sense that the council is on the verge of investing greater resource in positioning itself in a listening mode to understand the challenges that residents face and how the council can help them. The focus in the material that was presented to the peer team was overwhelmingly about helping to improve life chances through physical infrastructure and capital projects. There are instances where the council has delivered an enhanced environment to improve the lives of residents and is rightly proud of doing so. This does not currently feel guided by an overall vision that determines the future of Slough for the borough as a place and for its people. The council needs to be careful that its energetic capacity to deliver change is not focused disproportionately on physical change at the potential expense of inclusive growth and excellent services for all.

The peer team were impressed with some interesting examples of community projects though it was not always clear how the council was engaging with them. The council is starting to communicate more effectively with residents, and to evaluate the impact of those communications. In order to properly engage local people with change the council should develop a more ambitious and consistent approach to community engagement, consulting with and listening to residents. The Chief Executive's listening style is a potentially powerful tool and the council should consider if there is sufficient strategic capacity devoted to maximising this.

The council's leadership wants to improve their communities and enhance the life opportunities of residents. There is a strong track record of delivery of regeneration in terms of new assets but also of housing repair and renewal. The council must carefully steer regeneration to allow it to enhance the lives of all parts of the community, whether there is physical regeneration or not.

The council is set to embark on a new transformation journey – from the peer team's understanding of the organisation this is an appropriate step now that the council is benefitting from stable leadership. The Chief Executive and senior leadership team are investing significant intellectual capacity in considering how transformation should be undertaken and resourced. This is being done alongside the planned move from the current headquarters to the town centre and the council will need to carefully coalesce the physical move with the wider transformation programme and approach to customer service.

The current customer service experience is rooted in differing approaches by service areas. Consequently the customer journey lacks coherence and strategic oversight, which is recognised by service leads and directors. Throughout the organisation there is an understanding that the customer journey is too often fragmented and results in duplication of effort. There are plans in place to refresh the customer service strategy including more systematic use of customer insight. There is opportunity now to unite the customer service strategy and transformation programme to develop a more customer centric and agile approach with a greater emphasis on technology and digital applications. This should be implemented along with a stronger sense of empowering

staff to help customers in a more modern and flexible way supported by appropriate support services and systems.

As the council embarks on its physical relocation and transformation programme it will need to address the current paucity of support services that underpins any well run organisation. The council's ICT provision, communications infrastructure and HR systems are not fit for the future and have resulted in many sclerotic processes becoming the norm. Indeed, the tendency towards workarounds illustrates the innovative and energetic nature of the workforce but is fundamentally not serving either the council's employees or customers well. The ambition to transform the council into a more agile, innovative organisation rooted in good governance and efficient processes will require sustained investment in system and ICT infrastructure as well as culture change.

The council has a 5-year corporate plan which is regularly refreshed and reflects the manifesto of the ruling group. The council has made some steps to align the corporate planning cycle with the MTFs and this needs further embedding. The deepening of this link will make it clearer to what degree the corporate plan consistently influences how the council acts. The council is rightly proud of its ability to respond to change and act quickly where it sees an opportunity to improve the borough. The peer team would not want this to be dissipated but the collective corporate and financial planning cycle and its articulation in strategies could be clearer. There could be a role for scrutiny within the council to provide a strategic analysis and steer over how the council does this. Equally, given its ambitious agenda and growing sub regional influence the council could invest greater resource in looking to the exemplars in the sector and beyond and reflect on learning implications for Slough.

The council is a respected partner and has a track record of delivery, notably with its urban renewal partnership but also more widely in the local health system and sub-regional business and transport environment. As it moves forward the council should work to export the skills of client management that have been gained in certain service areas across the organisation. The investment needed in ICT and system infrastructure to deliver transformation makes this more crucial than ever.

The current paucity of support systems and tendency to find work arounds is a symptom of the deficit of corporate grip and limited corporate capacity. That is not to say that the council is not providing valued services, but that it has not invested enough to ensure that these services are driven and overseen by a strong corporate function that is able to learn from itself and continuously improve.

There may need to be consideration of whether there is adequate strategic capacity and capability to deliver the council's transformation programme within current structures. This may require a more dedicated strategic resource in terms of programme management but to also ensure that transformation is rooted in culture change as well as physical and systemic transformation. Strengthening this corporate grip will help the council tackle some of the problems associated with system and process work arounds and the resultant silo working.



## Recommendations

- Evaluate corporate capacity and consider if corporate grip needs strengthening to deliver the transformation needed
- Align customer service strategy with transformation programme and focus on being clearer about the customer journey and council offer
- Continue the conversations with communities and be clear about how they impact on your priority setting
- Invest in ICT and support services and processes to deliver the transformation programme
- Adequately resource transformation and ensure it is rooted in culture change as well as physical and system change

### 5.5 Organisational leadership and governance

Having weathered a time of crisis, the governance of the council has stabilised but there is currently insufficient evidence that the council is firmly on the road to 'good' standards of governance and ethical behaviour. Governance within the organisation appears to be largely transactional with a focus on decisions being taken in the appropriate fora, minuted and actioned. Good governance goes far deeper than this and allows an organisation to look in on itself as well as to others and to constantly improve to ensure the highest standards of probity and ethics are the expected norm.

Good governance is the means by which a public authority shows it is taking decisions for the good of the people of the area, in a fair, equitable and open way. It also requires standards of behaviour that support good decision making – collective and individuals' integrity, openness and honesty. It is the foundation for the delivery of good quality services that meet all local people's needs and it is fundamental to showing public money is well spent. Good governance does not currently feel embedded in the council's organisational culture and there is currently limited articulation from members and officers of what good governance looks like and why it is important.

How members and officers can work best together is not always clear or well understood on both sides. There were instances cited to the peer team of inappropriate member behaviour, often resulting in a negative impact on the council or individuals. The current stability in leadership and the planned officer and member development programmes set to commence in 2019 present a positive opportunity to drive change. Within this programme the council should spend more time assessing current skills to identify learning and development needs as well as statutory training offers. Slough has many positive bases from which to move forward, members are ambitious and determined and the energy of the officer core is palpable. There is already an example of a well-founded initiative in the Slough Academy that can offer wider benefits for renewal within the organisation beyond those of simple training.

The organisation should be better placed to develop a tangible road map towards good governance with its stable corporate management team and strong asset base providing valuable foundations for financial sustainability and good governance. The senior leadership is visible and valued and making a tangible difference. Service leads

have pride in their organisation and place, and their role in helping the council through difficult times and identifying the council's improvement journey going forwards. The council now needs to establish more sustained corporate capacity to enhance corporate grip. This should start with more regular meetings of the three statutory officers who should consider the recommendations of the January 2019 report of the Committee for Standards in Public Life in local government and how they pertain to Slough. These senior leaders must drive a concerted focus on ensuring that governance standards move to good.

<https://www.gov.uk/government/collections/local-government-ethical-standards>

The council should invite the LGA to conduct a bespoke governance review. This would allow the council to consider the principles of good governance for Slough. The review could involve peers considered as leaders in this field and could look to explore areas such as:

- How well are the benefits of good governance understood across the authority?
- How is good governance and ethical standards in behaviour managed and driven forward in the council?
- How well defined and understood are the respective roles of the Council, the Leader, the Executive/Cabinet, backbench Councillors and the Statutory Officers (HoPS, MO and S151) in (i) policy and decision making, and (ii) operational management?
- Does the council have appropriate controls, frameworks and support in place to support members and officers to make decisions in an accountable and transparent way?
- Are Codes of Conduct in place for, and respected by, elected Members and staff?
- Is a sufficiently robust standards regime in place, with a recognition of member and officer roles and responsibilities?
- Does Scrutiny provide effective challenge to the Executive, which improves policy and decision making?
- How is the council accountable for the decisions it takes, and how it does report on this?
- Does the council adopt leadership styles which are open, inclusive, and engender trust from staff, other partners, and the public?
- How does the council connect with residents and partners in its decision making, and do councillors and senior officers act as effective ambassadors for the council with residents and partners?
- How does the council ensure it is listening to all voices in the community?
- How does the council ensure it is a learning organisation and able to adapt its governance and decision making process to changing circumstances whilst ensuring continuous service improvement?

## **Recommendations**

- Introduce regular meetings of statutory officers to review progress on good governance road map, consider current governance issues, and hold the ring on governance matters
- Consider the recommendations of recent report of Committee for Standards in Public Life on local government – and how they pertain to Slough
- Invite LGA to conduct a review of good governance and ethical standards, against CIPFA principles for good governance in local government (2016)
- Establish a Slough vision and road map for good governance and ethical standards
- Engage members/officers in discussion about good governance for Slough and how this should be embedded in member/officer development

## **Conclusions**

As a place Slough has lots going for it, with much more to come. As an organisation the council benefits from a strong asset base, excellent connectivity and a buoyant economy. In many respects' communities are thriving both economically and socially, but this is not always being led by the council or offering every resident of Slough the best life chances and quality of life.

The people that the peer team met were proud and ambitious for their town and the council. There is an energetic and capable workforce ready to build a new future alongside more stable leadership, driven forward by a thoughtful chief executive and determined leader. If the council can harness these building blocks and embed good governance the council has the prospect of delivering good services, being financially sustainable, and delivering a new future of inclusive growth for all.

## **Summary of Recommendations**

### **Key Recommendations**

- Establish a stronger sense of where you want to get to – your vision
- Develop and deliver this vision which identifies what the future looks like for all parts of the community – for place and for people
- Consider and articulate what a 21st Century Council will look like for Slough to build unity around a common purpose
- Establish a more fundamental equilibrium between the council's ambition for people and place and communicate this
- Progress the emerging transformation agenda and invest more time in rooting this in culture change
- Develop your governance from 'basic control' to good



## **Recommendations on the five core themes of peer challenge**

1. Spend more time with residents and partners to collectively understand what makes Slough unique
2. Consider creating two high level strategic forums – one for people and one for place that the Leader and Chief Executive convene to bring together major stakeholders. This could unify resources and harness strategic efforts throughout Slough's partnerships.
3. Develop an overarching vision for inclusive growth encompassing all neighbourhoods – for people and place
4. Continue to invest in public realm improvements to improve the town centre
5. Keep up and extend the efforts to engage in place leadership to ensure Slough maximises the benefits of sub regional, regional and national engagement
6. Undertake a mapping exercise to understand voluntary and community sector capacity
7. Analyse the impact of partnership working and allocate resources against council priorities
8. Seek to improve and deepen effective external partnerships
9. Invest in further exploring the human richness of Slough and how the community, partners and the council can collectively deliver thriving communities
10. Consider greater use of customer insight to determine priorities and design service
11. Continue to progress collaboration building on the experiences of the local health system. Continue to progress collaboration building on the experiences of the local health system including further strengthening joint commissioning and provision of integrated care. There is scope for better integration of GP, community health, mental health and hospital services as well as home care and care homes through increasing partnerships of care providers and commissioners.
12. Continue to take measures to reduce the Dedicated Schools Grant high needs deficit
13. Seek to fully accommodate potential pressures of demand led services within the MTFS
14. Actively manage the potential financial risks to the council through the contractual relationship with the Children's Trust

15. Ensure regular monitoring of the appropriateness of balance of borrowing – short, medium and long term
16. Strengthen the role of the Strategic Finance Board to oversee the implementation and delivery of planned budget savings
17. Introduce a budget sign-off process to ensure all planned budget changes are fully owned
18. More clearly articulate the risks that the council is potentially exposing itself to – the rewards to date have been extensive but there is a need for a clearer articulation and deeper understanding of the risks
19. Through this more clearly articulate the council's reserves strategy and how the council will increase its reserves in the short and medium term to provide financial resilience
20. Evaluate corporate capacity and consider if corporate grip needs strengthening to deliver the transformation needed
21. Align customer service strategy with transformation programme and focus on being clearer about the customer journey and council offer
22. Continue the conversations with communities and be clear about how they impact on your priority setting
23. Invest in ICT and support services and processes to deliver the transformation programme
24. Adequately resource transformation and ensure it is rooted in culture change as well as physical and system change
25. Introduce regular meetings of statutory officers to review progress on good governance road map, consider current governance issues, and hold the ring on governance matters
26. Consider the recommendations of recent report of Committee for Standards in Public Life on local government – and how they pertain to Slough
27. Invite LGA to conduct a review of good governance and ethical standards, against CIPFA principles for good governance in local government (2016)
28. Establish a Slough vision and road map for good governance and ethical standards
29. Engage members/officers in discussion about good governance for Slough and how this should be embedded in member/officer development

## **12. Next steps**

### **Immediate next steps**

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mona Sehgal, Principal Adviser is the main contact between your authority and the Local Government Association. Her contact details are, email: [mona.sehgal@local.gov.uk](mailto:mona.sehgal@local.gov.uk), Telephone: 07795 296001.

In the meantime we are keen to continue the relationship we have formed with the Council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

### **Follow up visit**

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the Council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the Council. Our expectation is that it will occur within the next 2 years.

### **Next Corporate Peer Challenge**

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the Council will commission their next Peer Challenge before 2023.

On behalf of the peer team:

- Jan Britton, Chief Executive, Sandwell MBC
- Cllr Clare Coghill, Leader LB Waltham Forest
- Jacqui Old, Director of Adults and Children's Services North Tyneside BC
- Polly Cziok, Director of Communications and Engagement, LB Hackney
- Simon Machen, Corporate Director Growth, Peterborough BC
- Mark Nicholson, Assistant Director Finance, Newcastle City Council
- Lusi Manukyan, Adviser, Local Government Association
- Clare Hudson, Peer Challenge Manager, Local Government Association

April 2019

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## Appendix B

### Draft Action Plan in response to LGA Corporate Peer Challenge

#### Key recommendations

- Establish a stronger sense of where you want to get to – your vision
- Develop and deliver this vision which identifies what the future looks like for all parts of the community – for place and for people
- Consider and articulate what a 21st Century Council will look like for Slough to build unity around a common purpose
- Establish a more fundamental equilibrium between the council’s ambition for people and place, and communicate this
- Progress the emerging transformation agenda and invest more time in rooting this in culture change
- Develop your governance from ‘basic control’ to good

#### Recommendations on the five core themes of peer challenge

Recommendation	Response
<b>Theme 1 Leadership of Place</b>	
1. Spend more time with residents and partners to collectively understand what makes Slough unique	<p>Initial projects and approaches in place under the stronger, healthier and more attractive neighbourhoods programme.</p> <p>Reviewing the council’s partnerships and engagement with the voluntary sector by Summer 2019</p> <p>Building further customer insight into the council’s strategic evidence base.</p> <p>Follow up to Place Survey – key projects to be identified to address initial areas of concern</p> <p>Review where communities are well represented and identify gaps. Work with Members and partners to establish and maintain wide reaching local forums</p>
2. Consider creating two high level strategic forums – one for people	Review of Slough Wellbeing Board and ‘total place / One Slough’ agenda – initial

Recommendation	Response
<p>and one for place that the Leader and Chief Executive convene to bring together major stakeholders. This could unify resources and harness strategic efforts throughout Slough's partnerships.</p>	<p>preference is a stronger single forum to prevent a further sense of place / people separation</p>
<p>3. Develop an overarching vision for inclusive growth encompassing all neighbourhoods – for people and place</p>	<p>Priority to develop stronger vision and strategic narrative focussed on defining and understanding concept of inclusive growth.</p> <p>Initial research for the Skills and Inclusive Growth Strategy ready for Summer 2019.</p> <p>Develop an overarching Slough story, which informs the Slough Brand, with input from community, residents, schools and young people, stakeholders and business.</p> <p>The Slough story connects to the strategic vision as well as the inclusive growth vision.</p>
<p>4. Continue to invest in public realm improvements to improve the town centre</p>	<p>Collate information on current and planned activity – implement quick wins - and align plans for the town centre with an updated Public Realm Strategy - underpinned with a One Council, One Slough approach</p> <p>Review membership and scope of the Town Team Leaders Group to ensure joined up approach for public realm now and in the future</p>
<p>5. Keep up and extend the efforts to engage in place leadership to ensure Slough maximises the benefits of sub regional, regional and national engagement</p>	<p>Co-ordinated external engagement to promote Slough based on a strengthened narrative and vision</p>
<p><b>Theme 2 Priority setting</b></p>	
<p>6. Undertake a mapping exercise to understand voluntary and</p>	<p>See recommendation 1</p>

Recommendation	Response
community sector capacity	
7. Analyse the impact of partnership working and allocate resources against council priorities	See recommendation 2 – to include potential for co-commissioning with partners
8. Seek to improve and deepen effective external partnerships	<p>Exploring opportunities for greater data sharing (as well as qualitative insight) and shared customer insight with local partners.</p> <p>See also recommendation 2</p>
9. Invest in further exploring the human richness of Slough and how the community, partners and the council can collectively deliver thriving communities	<p>See recommendation 1 and 6</p> <p>Work already underway as part of delivery of Five Year Plan outcomes 2 and 3 as part of ‘stronger, healthier and attractive’ neighbourhoods</p> <p>Also linked with Asset Based Community Development.</p> <p>Customer Insight function will exploring further opportunities for taking a more preventative approach to addressing issues related to poverty.</p>
10. Consider greater use of customer insight to determine priorities and design service	<p>Publication of corporate evidence base on website April 2019. Has been used to set strategic priorities in refreshed Five Year Plan. Continue to develop approach to corporate and strategic insight including predictive analytics.</p> <p>Progress customer insight to share information held internally within the council about residents and service users. Including better quality resident and community perception surveys.</p> <p>Co-producing a Customer Promise with Slough residents as part of the upcoming Customer Experience Strategy.</p> <p>Progress business customer experience to improve quality and design of service to businesses</p>
11. Continue to progress	Incorporate current approach into review

Recommendation	Response
<p>collaboration building on the experiences of the local health system including further strengthening joint commissioning and provision of integrated care. There is scope for better integration of GP, community health, mental health and hospital services as well as home care and care homes through increasing partnerships of care providers and commissioners.</p>	<p>of Slough Wellbeing Board and strategic partnership / total place / One Slough.</p> <p>Collaboration and integration within local system is part of Transformation Programme Business Case for a new Operating Model</p> <p>We have recently submitted a bid for funding to establish a Mental Health Support Team for children and young people in Slough alongside the Bracknell Forest Council, the Royal Borough of Windsor and Maidenhead and East Berks CCG.</p> <p>See recommendations 2, 6 and 7</p>
<p><b>Theme 3 Financial Planning and Viability</b></p>	
<p>12. Continue to take measures to reduce the Dedicated Schools Grant high needs deficit</p>	<p>Agreed plan with DfE in place</p>
<p>13. Seek to fully accommodate potential pressures of demand led services within the MTFS</p>	<p>Include in scope for planning for 2020 MTFS and reflect in SBC long-term financial plans</p>
<p>14. Actively manage the potential financial risks to the council through the contractual relationship with the Children's Trust</p>	<p>Included in priority activity for Transformation Programme Phase A April – December 2019</p>
<p>15. Ensure regular monitoring of the appropriateness of balance of borrowing – short, medium and long term</p>	<p>Continue daily monitoring of long-term PWLB interest rates v short term borrowing via Treasury Management Advisors.</p>
<p>16. Strengthen the role of the Strategic Finance Board to oversee the implementation and delivery of planned budget savings</p>	<p>Terms of reference have been reviewed to incorporate the recommendation and regular reporting of savings information to CMT has also been strengthened.</p>
<p>17. Introduce a budget sign-off process to ensure all planned budget changes are fully owned</p>	<p>Agreed. A formal sign-off system will be implemented for the 2020/21 budget setting round.</p>



Recommendation	Response
18. More clearly articulate the risks that the council is potentially exposing itself to – the rewards to date have been extensive but there is a need for a clearer articulation and deeper understanding of the risks	Section 151 Statement on Robustness of Reserves in Revenue Budget report clearly articulates the risks.
19. Through this more clearly articulate the council's reserves strategy and how the council will increase its reserves in the short and medium term to provide financial resilience	Encapsulate in Section 151 Statement on Robustness of Reserves in Revenue Budget report and reflect in SBC long-term financial plans
<b>Theme 4 Capacity to deliver</b>	
20. Evaluate corporate capacity and consider if corporate grip needs strengthening to deliver the transformation needed	May 2019 review of Transformation Programme governance ahead of award of contract to external delivery partner to work with the Council on implementation
21. Align customer experience strategy with transformation programme and focus on being clearer about the customer journey and council offer	May 2019 review of current Transformation activity to align into a single programme with a single governance structure and approach
22. Continue the conversations with communities and be clear about how they impact on your priority setting	See recommendation 1 and 6
23. Invest in ICT and support services and processes to deliver the transformation programme	Business case for Transformation Programme approved by Cabinet 15 April 2019
24. Adequately resource transformation and ensure it is rooted in culture change as well as physical and system change	Business case for Transformation Programme approved by Cabinet 15 April 2019
<b>Theme 5 Organisational leadership and governance</b>	
25. Introduce regular meetings of statutory officers to review	To broaden this approach to senior managers

Recommendation	Response
<p>progress on good governance road map, consider current governance issues, and hold the ring on governance matters</p>	
<p>26. Consider the recommendations of recent report of Committee for Standards in Public Life on local government – and how they pertain to Slough</p>	<p>To incorporate into LGA governance review</p>
<p>27. Invite LGA to conduct a review of good governance and ethical standards, against CIPFA principles for good governance in local government (2016)</p>	<p>Already agreed and communicated in response to LGA</p>
<p>28. Establish a Slough vision and road map for good governance and ethical standards</p>	<p>To draft as part of self assessment for LGA governance review</p>
<p>29. Engage members/officers in discussion about good governance for Slough and how this should be embedded in member/officer development</p>	<p>To develop approach and draft self assessment ahead of LGA governance review</p>

## LGA Governance Review Proposal

### Context

Slough Borough Council undertook their first corporate peer challenge in February 2019. Throughout the challenge staff and senior management spoke with commitment and energy about delivering an exciting future for Slough following a period of significant instability. Alongside this there was also a recognition that in order to successfully deliver their ambitions the council should spend time exploring its current governance arrangements and identify a roadmap for future governance that will provide a strong grounding for transparent decision-making and ethical standards.

During the corporate peer challenge there was an acknowledgement amongst all parts of the council that in recent year's governance had not always been as strong as it should be and behaviours and decisions have in some instances not met required standards. This had at times frustrated decision making and led to a propensity for 'workarounds' to be developed to ensure that services continue to be provided. The council undertook an internal governance review in 2018 and has made steps to ensure that governance standards are now functioning more effectively. It was not clear to the peer team to what degree a corporate commitment to improving governance to model the highest standards is either a) fully embedded or b) driving forward improvements in governance and behaviours.

Governance within the organisation appears to be largely transactional with a focus on decisions being taken in the appropriate fora, minuted and actioned. The peer team recommended that the council commission a governance review to explore the extent to which decision making is supported by effective, streamlined, strong and ethical processes. The governance review will provide the council with an independent view on how they can establish a clear roadmap for future governance arrangements which will allow the council to continue its improvement journey and deliver on its transformation and regeneration agenda.

### Process:

- To maximise the peer team's time onsite it is proposed that the council undertake a **self-assessment** of its current governance model. This will be shared with the peer team in advance and can help guide the peer team's lines of enquiries whilst onsite.
- The self-assessment will be undertaken in June or July 2019 and will be a light touch process utilising governance toolkits previously used by the Improvement and Development Agency – the pre-cursor to the LGA's Improvement Support team.

- The LGA and lead peer for the governance review will undertake a scoping meeting with senior colleagues at Slough BC, including the Leader, Deputy Leader, Chief Executive and Monitoring Officer in September 2019.
- The onsite period for the governance review will be November or December 2019.

### Proposed Timetable

<i>Activity</i>	<i>Timeframe</i>	<i>Responsible</i>
Proposal for review shared with Slough BC and review commissioned	May 2019	Josie Wragg, SBC
Peer team formation	May 2019	Clare Hudson, LGA
Self-assessment undertaken	June or July 2019	Josie Wragg, SBC
Scoping meeting with LGA and lead peer	September 2019	SBC and LGA
Peer team onsite	November or December 2019 – 3 days onsite	LGA
Final report	December or January 2019	LGA
Action Plan	February 2020	SBC
Corporate Peer Challenge Follow Up	September 2020	LGA

The Review will be delivered at no additional cost to the council.

### Proposed content:

Good governance is the means by which a public authority shows it is taking decisions for the good of the people of the area, in a fair, equitable and open way. It also requires standards of behaviour that support good decision making – collective and individuals' integrity, openness and honesty. The review's exact focus and format will be tailored to reflect the council's self-assessment and key challenges and is likely to consider questions such as:

- How well are the benefits of good governance understood across the authority?
- How is good governance and ethical standards in behaviour managed and driven forward in the council?
- How well defined and understood are the respective roles of the Council, the Leader, the Executive/Cabinet, backbench Councillors and the Statutory Officers (HoPS, MO and S151) in (i) policy and decision making, and (ii) operational management?

- Does the council have appropriate controls, frameworks and support in place to support members and officers to make decisions in an accountable and transparent way?
- Are Codes of Conduct in place for, and respected by, elected Members and staff?
- Is a sufficiently robust standards regime in place, with a recognition of member and officer roles and responsibilities?
- Does Scrutiny provide effective challenge to the Executive, which improves policy and decision making?
- How is the council accountable for the decisions it takes, and how it does report on this?
- Does the council adopt leadership styles which are open, inclusive, and engender trust from staff, other partners, and the public?
- How does the council connect with residents and partners in its decision making, and do councillors and senior officers act as effective ambassadors for the council with residents and partners?
- How does the council ensure it is listening to all voices in the community?
- How does the council ensure it is a learning organisation and able to adapt its governance and decision making process to changing circumstances whilst ensuring continuous service improvement?

### **Peer team**

The LGA will identify a team of expert peers with experience of governance challenges from across the sector. The team will likely comprise:

- Chief Executive from a unitary authority
- Monitoring Officer
- Head of Democratic Services
- Member peer – an experienced leader or deputy leader from a Labour led council
- Member peer – an experienced group leader from a Conservative group
- LGA Peer Challenge Manager

The team is anticipated to be onsite for 3 days and will provide a feedback presentation at the end of this period followed by a report and recommendations for the future.

### **LGA Contacts**

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 15 July 2019

**CONTACT OFFICER:** Tom Overend, Policy Insight Manager  
(For all enquiries) (01753) 87 5657

**WARD(S):** ALL

**PORTFOLIO:** Cllr Sabia Hussain, Governance & Customer Services  
Cllr Natasa Pantelic, Health and Wellbeing

**PART I**  
**KEY DECISION****REFERENCES FROM OVERVIEW & SCRUTINY: HEALTH SCRUTINY PANEL, 27<sup>TH</sup> JUNE 2019****DISABILITY TASK AND FINISH GROUP - RECOMMENDATIONS AND IMPLEMENTATION TIMESCALES****1 Purpose of Report**

To present the Cabinet with the recommendations of the Disability Task and Finish Group and officers' proposed timescales for implementing them.

**2 Recommendations**

The Cabinet is requested to resolve:

- a) That the seven over-arching recommendations of the Disability Task and Finish Group laid out in section 5.3 be endorsed.
- b) That the implementation of the Group's specific proposals that underpin the recommendations, along the timescales laid out in section 5.5 be approved.

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

The work of the Task and Finish group supports the Joint Wellbeing Strategy's second priority:

2. Increasing life expectancy by focusing on inequalities

**3b. Five Year Plan Outcomes**

The Task and Finish Group's recommendations, if adopted, will help the council to deliver the following outcomes of the Five Year Plan:

- Our people will be healthier and manage their own care needs

- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes

#### 4 **Other Implications**

##### (a) Financial

The majority of the Task and Finish Group's recommendations can be implemented within existing budgets. Officers felt that they were not currently in a position to agree any proposals which could not be.

The proposal to collate guidance for people with disabilities on available services will require the establishment of a project team, who will need to produce an assessment on the cost of doing so. This will need to follow the existing asset mapping work being undertaken by SBC and the outcome of the Transformation Programme - which is looking at opportunities for making it easier for residents to self-serve (See section 5.5).

The proposal to put in place a programme to ensure that progress is made on making more bus stops DDA compliant would require additional funding and was felt to be an inefficient way of addressing the issue of accessibility. Officers will contact the Task and Finish Group to see if there are alternative avenues for improving the accessibility of bus stops within existing budgets (See section 5.5).

##### (b) Risk Management

Risk assessments will be conducted by officers as necessary in the implementation of the Task and Finish Group's recommendations.

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

Some of the Task and Finish Group's proposals relate to Slough Borough Council's obligations under the Disability Discrimination Act 1995.

##### (d) Equalities Impact Assessment

Should the implementation of the recommendations necessitate such an exercise, it will be carried out as required.

##### (e) Workforce

The implementation of the Task and Finish Group's recommendations will require officer time and commitment, as well as agreement from line managers.

##### (f) Property

Some of the Task and Finish Group's proposals relate to the accessibility of Slough Borough Council's buildings in general, but there are no proposals relating to specific properties owned by the council.



## 5 Supporting Information

### 5.1 Background to the Task and Finish Group

The Task and Finish Group was formed in response to the fact that, across a wide range of Health Scrutiny Panel agenda items, the issue of disability access was continually emerging in discussions.

The group's intended aim was to help Slough become a 'disability friendly town', encompassing a wide range of matters such as building access, transport and leisure options.

A report was taken by Health Scrutiny Panel on 28<sup>th</sup> June 2018 which outlined some key questions for the Group to consider; these were then formalised in the Terms of Reference included at the start of the report.

### 5.2 Meetings

The Task and Finish Group has held meetings with the following SBC teams:

- Transport
- Taxi Licensing
- Leisure
- Planning
- Highways and Parking

In addition, there were further meetings with:

- AccessAble (providers of the Online Disability Access Guide)
- Slough Borough Council & Partner Employees with Disabilities Forum
- Healthwatch Slough

It was originally hoped that the group would be also be able to meet with representatives from Slough Youth Parliament, but this was not possible due to the timing of SYP's elections. However, should the recommendations be approved as council policy, the Task and Finish Group will seek SYPs feedback, and their support in making Slough a disability friendly town.

### 5.3 Recommendations

The group concluded that the ultimate objective for Slough should be to create a town with full accessibility for all its residents and to provide a safe environment. Based on its investigations, the group have identified seven key areas which it would recommend form the basis of Slough Borough Council and partner's approach to making Slough a disability friendly town.

- 1) Residents with disabilities should be provided with clear information on services available, and the wider public should be made aware of the challenges faced by them.
- 2) The council should review how its customers might best be able to report concerns around accessibility as part of its ongoing Transformation Programme.
- 3) The council should seek to improve the accessibility and safety of public transportation and taxis in the borough.

- 4) The council should raise awareness of the high quality leisure services available for disabled residents, and facilitate their use.
- 5) Full accessibility should be the default position for all future SBC buildings, and the council should utilise the opportunities presented by regeneration to embed accessibility in our town.
- 6) Further action should be taken to prevent the obstruction of pathways and the council should consider further locations where disabled parking may be appropriate.
- 7) GP surgeries should examine opportunities for implementing 'quick fixes' for improving access, and accessibility should be factored into all future designs as standard.

Within these areas, the Task and Finish Group would also wish to propose a number of specific actions it feels will be most effective in helping SBC and partners to achieve these objectives:

#### ***Information & awareness***

- Collating available guidance for people with disabilities on available services, and presenting this in a range of accessible formats.
- Requesting Slough Wellbeing Board bring together different workstreams - including the Safe Place Scheme, Dementia and Autism Awareness campaigns and the 'enabling environment agenda' developed by Slough Mental Health services. This could co-ordinate a new campaign to raise awareness of the challenges faced by disabled residents, with the potential involvement of different stakeholder groups including Slough Youth Parliament.

#### ***Transport***

- Putting in place a programme to ensure that progress is made on making more bus stops DDA compliant.
- Reviewing the feasibility of expanding the remit of the Local Access Forum to include disability access to transport.
- Submitting freedom of information requests to establish the level of complaints bus companies are receiving from disabled customers in Slough.
- Commissioning a survey of disabled bus users, with the results to be reported back to the Health Scrutiny Panel.
- Ensuring that all SBC regulated taxis have ramps with raised edges.
- Undertaking mandatory checks to ensure that taxi drivers were using wheelchair anchoring facilities.
- Displaying notices in taxis as to the rights of disabled service users not to be charged differently.
- Using mystery shopping of both taxi and bus services to check compliance with standards.

#### ***Leisure***

- Increasing the publicity of Slough's Leisure Offer for disabled residents and their entitlements.
- Reviewing the accessibility of pathways to Slough's new green gyms.

### ***Buildings & planning***

- Seeking to incorporate separate baby nappy changing facilities and disabled toilets in all new SBC buildings, and installing Changing Places toilets where possible.
- Ensuring disabled residents are consulted in the planning stages for the new town centre, to make Slough an exemplary area for those with disabilities.
- The Health Scrutiny Panel reviewing the impact of the Outcome 4 group's ambitions regarding Category 3 accessible housing in five years time.

### ***Parking, highways & footpaths***

- Investigating opportunities for establishing further disabled parking bays across the borough, in consultation with disabled residents, and with a particular focus on improving access to shops and local services.
- Reviewing recently installed crossing points to consider where double-yellow lines might be effective.
- Including information on the importance of keeping pathways clear in the aforementioned campaign, as well as the impact obstruction can have upon disabled residents.
- As the council regenerates Slough, ensuring that all new or re-designed pathways are DDA compliant.

### ***GP surgery accessibility***

- Sharing Healthwatch Slough's findings on accessibility in GP surgeries with the CCG and Slough's two primary care networks - Slough Health Alliance Provider Enterprise (SHAPE Network) and Slough Practices Alliance (SPA network) - with the Health Scrutiny Panel examining what progress has been made in two years time.
- Factoring in these recommendations into the design, or redesign, of GP surgeries going forward - with full accessibility being the default position.

## 5.4 Implementation timescales and notes

The following recommendations can be implemented within existing budgets.

### **Short term (2019/20 municipal year)**

<b>Recommendation</b>	<b>Notes / comments</b>
Submitting freedom of information requests to establish the level of complaints bus companies are receiving from disabled customers in Slough.	This will be done through a formal procedure in the Quality Bus Partnership meetings
Ensuring that all SBC regulated taxis have ramps with raised edges.	
Undertaking mandatory checks to ensure that taxi drivers were using wheelchair anchoring facilities.	
Displaying notices in taxis as to the rights of disabled service users not to be charged differently.	

Using mystery shopping of both taxi and bus services to check compliance with standards.	This work will be co-ordinated with the Consumer protection team. Officers may also contact Healthwatch Slough for their expertise / experience
Increasing the publicity of Slough's Leisure Offer for disabled residents and their entitlements.	Officers would welcome feedback on what methods of publication would be most effective.
Reviewing the accessibility of pathways to Slough's new green gyms.	
Including information on the importance of keeping pathways clear in the aforementioned campaign, as well as the impact obstruction can have upon disabled residents.	Officers will work with SBC's Comms team to increase awareness via various channels.

### Medium term (2-4 municipal years)

Recommendation	Notes / comments
Commissioning a survey of disabled bus users, with the results to be reported back to the Health Scrutiny Panel.	This will be done through a formal procedure in the Quality Bus Partnership meetings
Investigating opportunities for establishing further disabled parking bays across the borough, in consultation with disabled residents, and with a particular focus on improving access to shops and local services.	Officers will review disabled parking borough-wide and conduct a statutory consultation on more disabled parking around shopping areas.
Reviewing recently installed crossing points to consider where double-yellow lines might be effective.	Officers will identify locations borough-wide and implement changes.

### Long-term (5+ municipal years) or ongoing

Recommendation	Notes / comments
Seeking to incorporate separate baby nappy changing facilities and disabled toilets in all new SBC buildings, and installing Changing Places toilets where possible.	The Task & Finish Group report has also been shared with the team working on the localities strategy to feed into the design process for the new hubs.

Ensuring disabled residents are consulted in the planning stages for the new town centre, to make Slough an exemplary area for those with disabilities.	The council will ensure EQUI plans are included in consultations on plans for the town centre
The Health Scrutiny Panel reviewing the impact of the Outcome 4 group's ambitions regarding Category 3 accessible housing in five years time.	
As the council regenerates Slough, ensuring that all new or re-designed pathways are DDA compliant.	All schemes and projects have a process for reviewing accessibility issues and therefore will be addressed through this checklist and audit.

## 5.5 Proposals not yet timetabled for implementation

There were a number of specific proposals that officers were not in a position to agree to timetable as yet. Explanations and alternative proposals (in italics) are listed below:

### **Collating available guidance for people with disabilities on available services, and presenting this in a range of accessible formats.**

There was concern that establishing a project to collate this guidance might replicate work that is already being undertaken by SBC's public health team to map available services and assets across the borough. It was also thought that how this information is presented to residents would be dependent on decisions around the council's website and interaction with customers which will be determined by SBC's Transformation Programme. As a result, officers felt that they couldn't provide an assessment of how much this proposal would cost to implement and were therefore not, as yet, in a position to agree to its implementation.

*It was agreed, however, that the Policy Insight Team would return to examine this issue in a year's time, and consider the formation of a project team that could investigate options for addressing this recommendation, and potentially prepare a business case.*

### **Putting in place a programme to ensure that progress is made on making more bus stops DDA compliant.**

Officers had concerns that to fulfil the proposal as drafted they would have to conduct a full bus stop audit. The council does not have the resources to do this, and officers felt it would be an inefficient way of addressing issues around bus stops.

*However, officers agreed that they would be able to make improvements to individual bus stops within existing budgets on a case by case basis, where they were made aware of issues. This was put to the Task and Finish Group's Chair Colin Pill, who agreed that Healthwatch Slough may be able to work with officers to identify these bus stops.*

## **Reviewing the feasibility of expanding the remit of the Local Access Forum to include disability access to transport.**

Officers reviewed this proposal. Unfortunately, the Local Access Forum is a statutory body, whose remit is limited to discussing public rights of way.

### **6 Comments of Other Committees**

- 6.1 The recommendations of the Task and Finish Group were approved in principal at a meeting of the Health Scrutiny Panel on 25<sup>th</sup> March. Officers' proposed timescales for implementation were subsequently approved by the panel on the 27<sup>th</sup> June, and the Panel resolved that the Task and Finish Group's proposals should be taken forward for endorsement by the Cabinet.
- 6.2 The Health Scrutiny Panel also decided that it would appoint a champion, to help raise awareness around the importance of accessibility and support any campaigning activity.
- 6.3 The Task and Finish Group report was also taken to Slough Wellbeing Board on 8<sup>th</sup> May, to update them on the work of the group and seek their support for the proposal that the Board co-ordinate a new campaign to raise awareness of the challenges faced by disabled residents. The Board welcomed the group's recommendations and agreed to consider this request as they continue to develop their plans for the 2019/20 municipal year, though the board has limited resources and may need to focus campaigning activity elsewhere.
- 6.4 The Board's Vice-Chair, Dr Jim O'Donnell (CCG), also welcomed Healthwatch Slough's work on the accessibility of GP surgeries and agreed with the Task and Finish Group's recommendations on this issue.

### **7 Conclusion**

The Disability Task and Finish Group has produced a wide-ranging and comprehensive set of proposals which, if implemented, could make a major impact in improving disabled residents' quality of life and enhancing the connectivity and accessibility of our town.

### **9. Appendices Attached**

- A - Disability Task and Finish Group Final Report
- B - *Slough: A town that is accessible and inclusive for all*, Healthwatch Slough, September 2018 (appendices have been removed)
- C - Disabled Rights Survey Evaluation, Healthwatch Slough, December 2018

10. **Background Papers**

1. Agenda papers of the Health Scrutiny Panel, 25<sup>th</sup> March 2019.
2. Agenda papers of the Slough Wellbeing Board, 8<sup>th</sup> May 2019.
3. Agenda papers of the Health Scrutiny Panel, 27<sup>th</sup> June 2019.

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# Disability Task & Finish Group

Findings of Task and Finish Group  
commissioned by Health Scrutiny Panel

August 2018 – February 2019



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## **Preface**

This Task and Finish Group was set up because an important question was posed by the Health Scrutiny Panel: 'Is Slough a disabled friendly town?'

To answer this, we need to talk not just about physical disabilities, but all disabilities. We also recognise that improving accessibility for disabled people will improve the lives of all our residents, including older people and families with children using push chairs.

As a resident of Slough for 67 years, I have been saddened by the negative press our town has received and firmly believe that Slough has so much to offer. Slough Borough Council could be a leader in creating a Disabled Friendly town and 99% of those surveyed for this Task and Finish Group by Healthwatch Slough agreed with this agenda.

This report has been a collaborative piece of work between the Health Scrutiny Panel and Healthwatch Slough, and has identified some really positive progress, but also some important issues to be addressed. In order to do this a more joined up approach between different services is required.

The group's work has highlighted that we need to be mindful that accessibility is not just about physical access to shops and public places, but also how people can get to these places and the wider public's awareness and understanding of disability. An awareness of the transport needs of people with disabilities should foremost in our minds to help reduce social isolation and ensure people are able to access services effectively. This includes access to suitable disabled parking and maintaining safe highways and footpaths.

The group is keen to look at how the Council can, in line with its Five Year Plan, ensure that all our residents have an opportunity to be part of the conversations to support positive changes that will make our town more accessible to everyone.

To address the issues we have identified, the group has made recommendations in the report below for the Health Scrutiny Panel to review. We hope that all these will be endorsed by Slough Borough Council, and that a clearly-defined action plan is put in place to ensure their implementation.

The Members of the Task and Finish Group would like to thank the officers and organisations who have provided information to the Group for their clear and transparent approach to our work. I would also like to thank Liam Toner, Chair of Slough Borough Council & Partner Employees with Disabilities Forum, Councillor Safdar Ali, Councillor Naveeda Qaseem, Councillor Atiq Sandhu, Councillor Dexter Smith and Councillor Wayne Strutton for all their support in completing this project, as well as the stakeholders listed at the end of this report.

**Mr Colin William Pill**  
**Chair of the Disability Task and Finish Group**



## Terms of reference

**The following terms of reference were proposed by the Task & Finish Group at a meeting on 10<sup>th</sup> August 2018.**

1. To investigate and make recommendations on the following matters:
  - 1.1 The level of inclusion offered for disabled residents and visitors in services offered by Slough Borough Council and partner organisations.
  - 1.2 The impact on this on equality for local residents.
  - 1.3 The provision of transport for disabled residents and visitors to Slough.
  - 1.4 The effect of this and other factors on access to services for local service users.

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## Summary of recommendations and proposed areas for consideration

The Task and Finish Group, feel that the ultimate objective for Slough should be to create a town with full accessibility for all its residents and to provide a safe environment. Based on its investigations, the group have identified seven key areas which it would recommend form the basis of Slough Borough Council and partner's approach to making Slough a Disability Friendly Town.

- 1) Residents with disabilities should be provided with clear information on services available, and the wider public should be made aware of the challenges faced by them.
- 2) The council should review how its customers might best be able to report concerns around accessibility as part of its ongoing Transformation Programme.
- 3) The council should seek to improve the accessibility and safety of public transportation and taxis in the borough.
- 4) The council should raise awareness of the high quality leisure services available for disabled residents, and facilitate their use.
- 5) Full accessibility should be the default position for all future SBC buildings, and the council should utilise the opportunities presented by regeneration to embed accessibility in our town.
- 6) Further action should be taken to prevent the obstruction of pathways and the council should consider further locations where disabled parking may be appropriate.
- 7) GP surgeries should examine opportunities for implementing 'quick fixes' for improving access, and accessibility should be factored into all future designs as standard.

Within these areas, the group would also wish to propose a number of specific actions it feels will be most effective in helping SBC and partners to achieve these objectives:

### Information & awareness

- Collating available guidance for people with disabilities on available services, and presenting this in a range of accessible formats.
- Requesting Slough Wellbeing Board bring together different workstreams - including the Safe Place Scheme, Dementia and Autism Awareness campaigns and the 'enabling environment agenda' developed by Slough Mental Health services. This could co-ordinate a new campaign to raise awareness of the challenges faced by disabled residents, with the potential involvement of different stakeholder groups including Slough Youth Parliament.

### Transport

- Putting in place a programme to ensure that progress is made on making more bus stops DDA compliant.
- Reviewing the feasibility of expanding the remit of the Local Access Forum to include disability access to transport.
- Submitting freedom of information requests to establish the level of complaints bus companies are receiving from disabled customers in Slough.
- Commissioning a survey of disabled bus users, with the results to be reported back to the Health Scrutiny Panel.
- Ensuring that all SBC regulated taxis have ramps with raised edges.
- Undertaking mandatory checks to ensure that taxi drivers were using wheelchair anchoring facilities.
- Displaying notices in taxis as to the rights of disabled service users not to be charged differently.

- Using mystery shopping of both taxi and bus services to check compliance with standards.

### **Leisure**

- Increasing the publicity of Slough's Leisure Offer for disabled residents and their entitlements.
- Reviewing the accessibility of pathways to Slough's new green gyms.

### **Buildings & planning**

- Seeking to incorporate separate baby nappy changing facilities and disabled toilets in all new SBC buildings, and installing Changing Places toilets where possible.
- Ensuring disabled residents are consulted in the planning stages for the new town centre, to make Slough an exemplary area for those with disabilities.
- The Health Scrutiny Panel reviewing the impact of the Outcome 4 group's ambitions regarding Category 3 accessible housing in five years time.

### **Parking, highways & footpaths**

- Investigating opportunities for establishing further disabled parking bays across the borough, in consultation with disabled residents, and with a particular focus on improving access to shops and local services.
- Reviewing recently installed crossing points to consider where double-yellow lines might be effective.
- Including information on the importance of keeping pathways clear in the aforementioned campaign, as well as the impact obstruction can have upon disabled residents.
- As the council regenerates Slough, ensuring that all new or re-designed pathways are DDA compliant.

### **GP surgery accessibility**

- Sharing Healthwatch Slough's findings on accessibility in GP surgeries with the CCG and Slough's two primary care networks - Slough Health Alliance Provider Enterprise (SHAPE Network) and Slough Practices Alliance (SPA network) - with the Health Scrutiny Panel examining what progress has been made in two years time.
- Factoring in these recommendations into the design, or redesign, of GP surgeries going forward - with full accessibility being the default position.

## **1 Background to the Review**

### **1.1 Introduction**

The issue was first raised by the Health Scrutiny Panel on 26<sup>th</sup> March 2018. This was in response to the fact that, across a wide range of agenda items, the issue of disability access was continually emerging in debate. Given this, and the fact that the matter seemed too wide ranging to include as a standard report, the Panel agreed with the proposal that a Task & Finish Group was required. The Group's intended aim was to help Slough become a 'disability friendly town', encompassing a wide range of matters such as building access, transport and leisure options. Further support for this initiative was provided by Cabinet at its meeting on 16<sup>th</sup> April 2018, where they officially backed Health Scrutiny Panel's proposals for this review to take place. As a result, a report was taken by Health Scrutiny Panel on 28<sup>th</sup> June 2018 which outlined some key questions for the Group to consider; these were then formalised in the Terms of Reference included at the start of this report.

Given the wide range of relevant areas, the Group has undertaken one of the more comprehensive studies of any Task & Finish Group commissioned by Slough Borough Council. This has led to meetings being held with a number of departments:

- Transport
- Taxi Licensing
- Leisure
- Planning
- Highways and Parkin
- Slough Borough Council & Partner Employees with Disabilities Forum

This has also led to it making a high number of recommendations. It is now imperative that Health Scrutiny Panel decides how it will track progress with these recommendations as the Task & Finish Group is decommissioned and the Panel inherits its work in the future.

It is also worth noting that there are further areas which affect disabled residents' quality of life that fall beyond the Task and Finish Group's terms of reference, which may need to be examined by the council in the future.

The Task and Finish Group was chaired by Colin Pill and membership comprised Councillor Safdar Ali, Councillor Naveeda Qaseem, Councillor Atiq Sandhu, Councillor Dexter Smith, Councillor Wayne Strutton and Liam Toner.

### **1.2 The Approach**

Given the above, the Task & Finish Group has held meetings with Slough Borough Council departments. This has helped assess the issues involved and the most productive areas for recommendations.

In addition, it has held meetings with key stakeholders. In October 2018, it met with the newly commissioned providers of the Online Disability Access Guide to hear how this service would support local residents and visitors in understanding provision in Slough. It has also held a joint public meeting with Healthwatch at the end of its investigation to discuss its findings and how they reflected the experiences of the local population.

The information from these events is included in section 2 of this report, and was used to formulate the recommendations at the start of this document. These recommendations were compiled by the Task & Finish Group at its meeting on 26<sup>th</sup> February 2019.

## **2 Information gathered**

### **2.1 Meeting with AccessAble (providers of Online Disability Access Guide)**

- 2.1.1 The organisation had a 3 year contract with Slough Borough Council. The work in Slough was about to commence in October 2018, with surveyors to be in operation before Christmas. An engagement event would then be held around the turn of the year, and this (alongside ongoing discussions with SBC officers) would help form the 200 buildings and facilities which would feature in the Slough access guide. By the time of this report, AccessAble will have provided a design guide; this document would outline the principles of design for planners, architects and related officers to use in creating public spaces. The Online Access Guide would also be ready for review by this time, but not for public dissemination.
- 2.1.2 AccessAble had been established as a social enterprise in 2002 (formerly known as DisabledGo), and had worked with local authorities (e.g. Croydon) since this time. The change in name reflected that the service was about access rather than strictly disability (for example parents with double pushchairs also had issues with access) and would include a mobile app. Overall, it was estimated that access issues were of relevance to 20 million in the UK, given the numbers of carers who also had to consider such factors in daily life.
- 2.1.3 The founder of AccessAble had described disability as ‘the death of spontaneity’, as all trips now had to be planned in advance. He also noted how his conversations regarding accessibility often boiled down to the same few questions. In addition, this led to many becoming increasingly withdrawn as they erred on the side of caution, and also had no wish to become a limiting factor in the plans of their social group. The aim of the guide was to inform everyday decisions and allow people to enjoy as full a life as possible. It contained a wide bank of data, and provided objective statistics rather than more subjective ‘Trip Advisor’ style reviews. It also went well beyond mere legal compliance, providing information on matters such as mirror heights, width of passageways and the like to help people understand the environment they may be encountering. In summary, it was hoped that the online access guide would help promote Slough as an accessible place where people could be independent. It was recognised that Slough was a place undergoing a significant amount of regeneration and that this offered a major opportunity to reshape the town as disabled-friendly.
- 2.1.4 As well as the moral incentive of improving facilities, local facilities could also benefit from ‘the purple pound’ (the spending power of disabled people). In total, this was estimated as worth £250 billion across the UK. Given the importance of small details (e.g. lever taps, dimensions of toilets) it was hoped that those creating these new facilities would see the benefits of relatively minor investment. The guide contained thousands of such details (over 200 regarding toilets alone) and was taken by AccessAble surveyors to ensure standardisation. Hospitals were covered separately with assistance from the NHS, whilst AccessAble also had contracts with some stores (e.g. Next, Marks and Spencers) with all branches in the UK covered.
- 2.1.5 Engagement events would be held twice a year throughout the contract, with the first one due in December or January. These also involved local businesses, with AccessAble having seen many such organisations keen to be involved. Given the advice AccessAble could provide using their expertise, and the changes that could be made at fairly low cost and inconvenience, the service was appreciated by many service providers. Indeed, groups of private sector companies had sponsored expansions to the portfolio of buildings covered by AccessAble in some local authority areas where they operated. All buildings which were surveyed would be re-surveyed every 12 months whilst AccessAble were active in the area.
- 2.1.6 AccessAble were aware that this was the starting point for all parties in the arrangement, with all sides due to learn about the process involved and benefits available over the 3 years of the



contract. There was also some anecdotal evidence that the work of AccessAble raised awareness amongst staff at the various buildings on the guide about disability issues, although this was not something that was formally measured. AccessAble were able to pass on analytics regarding who used the Slough guide, where they were from and other similar questions.

- 2.1.7 The service also provided route plans for key journeys (e.g. train station to high street) although these were fixed and limited in number. The data had also been offered for integration into some apps (e.g. Blackpool Transport) but was not freely open for 'datamashing' by third parties as the information could be misrepresented by external organisations. AccessAble was also able to produce internal analysis reports to assist organisations to receive guidance on best practice. This would also help with future proofing and ensuring that buildings in the guide could prepare for developments.

## **2.2 Meeting with Transport Team**

- 2.2.1 The last audit of bus stops had been held some years ago, and found that 40% of bus stops had curb heights below 125mm (the minimum to enable the maximum permissible gradient for the ramp that is equipped on buses) and 90% of stops required work to comply with Public Service Vehicles Accessibility Regulations 2000. The causes for these stops' non compliance were varied, but a clear breakdown was not available. In addition, some work had been undertaken since the audit to rectify the situation but precise statistics on this were not available. The Transport Team may be undertaking a new audit between now and the Group's final report on the bus stops involved (approximately 300, with 150 equipped with bus shelters), although the resources available to the team may require this to be outsourced. Should the audit be undertaken and deliver its findings, the Group asked to work to remedy highly used bus stops (or those near health care facilities) to be prioritised over 'quick wins'.
- 2.2.2 When an operator alters a route, SBC may not establish new permanent stops as such alterations may be temporary. In addition, operators could then deregister such stops with 56 days notice leaving SBC's expenditure as superfluous. Equally, leaving behind a permanent structure which was no longer in use could prove confusing for those not used to using the service. However, there were no hard rules on when SBC would deem such route amendments to be permanent. Members also asked if routes and the degree to which they were subject to change could form part of negotiations for service tenders.
- 2.2.3 Buses in Slough (and many other parts of the country) had issues with providing full equipment for wheelchair users (e.g. straps). Members asked if the Local Access Forum (which currently focused on public access to land) could be expanded to include disability questions. In addition, the potential inclusion of a disabled service user in specifications for bus contract negotiations was raised. Should this be the case, Adult Social Care could support the process given their decision to ensure such representations were received during service design.
- 2.2.4 At present, complaints on services were received but not solely SBC's responsibility. As a result, the Group expressed an interest in using such complaints to provide quality monitoring information; however, commercial confidentiality may limit the data SBC can receive (e.g. route specific patronage information). In addition, a targeted study of disabled bus users could be commissioned for more detailed guidance as to current standards on transport.
- 2.2.5 Members also asked if disabled access specifications are included when tendering for routes are advertised and requested that this section of the specification is shared with other officers in the task group. Members also raised the separate issue of bus fares; it was agreed that this would be picked up with the Overview and Scrutiny Committee Chair (Cllr Arvind Dhaliwal) as a potential agenda item.

## **2.3 Meeting with Taxi Licensing Team**

- 2.3.1 SBC had 107 Hackney cabs licensed, with 57 of these providing wheelchair access. However, this provision could vary in terms of side or rear access, size of wheelchair catered for and size of vehicle. However, anchoring was mandatory. The Equality Act 2010 stipulated that Councils should implement a 50% disability access ratio for its fleet, which these statistics exceeded.
- 2.3.2 Ramps for wheelchair access were standard; however, members asked if the lack of a raised 'turn up' edge could lead to wheels going over the edges. Whilst such facilities were not mandatory, members felt this may be a suitable area for a recommendation in the final report.
- 2.3.3 Equally, whilst anchors for wheelchairs were mandatory it was questioned if they were being used. Members also asked if users with seatbelts on their wheelchairs were being checked if they were using them whilst travelling. The height of entrances could also prove an issue for taller wheelchair users. Any vehicles without the necessary equipment could have their licence suspended. They would then need to be repaired and obtain a new MOT before having the licence restored.
- 2.3.4 The SBC website included information regarding the precise facilities offered by taxis and the types of wheelchair they could accept. Ultimately, those making the booking needed to specify their requirements. However, it may be helpful to circulate such information for those who found themselves needing services for disability.
- 2.3.5 In October 2018, SBC made Passenger Assistance Training Scheme attendance mandatory for all taxi drivers, with all parts of the course to be completed. This training included information on anchoring, setting and positioning; all taxi drivers would complete this programme by the end of 2019. SBC was going beyond its legal obligations in this matter, with Hackney cab drivers having to take such training but not private hire drivers (who SBC were including). Even drivers whose vehicles were not wheelchair accessible were made to attend, as the spectrum of disability did not confine itself to wheelchair use. Drivers also had to attend safeguarding training which included relevant issues as well as matters such as child sexual exploitation.
- 2.3.6 There were 596 private hire vehicles licensed by SBC, of which only 10 had wheelchair access. SBC had contacted representatives from authorities across South East England to see if any of them had targets on this and how they enforced them (given the absence of powers given by Department for Transport in this regard). However, if a private hire company was asked to provide such transport and could not they were obliged to refer the user to a company which could.
- 2.3.7 Taxi drivers were not allowed to levy any surcharge on disabled service users. This included the caveat that the meter started to run once the journey was underway, not during the process of providing access for the wheelchair user. This matter was covered by a number of Byelaws and those not in compliance could be prosecuted; users who felt they had been subject to discrimination were asked to report the matter. However, should the user and the driver make a verbal agreement before the journey as to the price, this was binding even if it exceeded the metered cost of the journey. Members acknowledged this, but felt it could be publicised through signage.
- 2.3.8 In addition, whilst it was accepted that the website included detailed information on transport, members asked if a leaflet could be created for distribution. The draft of this leaflet could then be referred to local service users for their comments prior to distribution; Adult Social Care had experience of this and could be approached to offer assistance.

2.3.9 SBC's good work in the area was recognised; members felt more publicity for it could help users know their rights more clearly. The possibility of using the Citizen to promote SBC's robust approach was discussed by those present.

## **2.4 Meeting with Leisure Team**

- 2.4.1 The Leisure Strategy had been in operation since 2015 and due for refresh in 2019. Accessibility for all residents was at the centre of its objectives. This had 3 core outcomes: improve core facilities, ensure neighbourhoods had facilities (e.g. green gyms in parks) and create a suitable programme of activity for local residents. On the second of these, the aim was to ensure that no resident was more than 20 minutes walk from an open air gym. On the last point, 100 sessions were held every week with many targeted at specific groups (including all forms of disability).
- 2.4.2 The first new core facility was Arbour Park. As well as being home to Slough Town FC this facility was to be used by the public. Prior to its opening, disabled users had been invited to attend and provide feedback; alterations were made on this basis (e.g. viewing facilities). It also had an evacuation chair as well as a lift, which had been tested; staff had also been trained on using it.
- 2.4.3 The Slough Ice Arena had been well used, especially by Adult Social Care. It also featured a viewing gallery with lift. In particular, SPICE (Special People On Ice) were regular attendees, with a dedicated Sunday morning session for wheelchair users. This event regularly attracted over 100 participants and may expand in the future.
- 2.4.4 The Salt Hill Activity Centre, given its nature, was less well suited to those with physical disabilities. However, 10 pin bowling had proved popular with 4 dedicated sessions a week for those with disabilities. Langley Leisure Centre had been refurbished (rather than being a new build like the other facilities mentioned). It now featured a beach area with a hoist; the only area not readily accessible was the Jacuzzi. The Centre on Farnham Road would be the flagship of the Leisure Strategy. This was due to open in March 2019, and had consulted with disabled representatives from the start of its planning. Signage was provided in Makaton and Braille, and further feedback on design would be sought before its opening.
- 2.4.5 There were now 23 Green Gyms across Slough, with other related activities (e.g. Trim Trails) also provided. A partnership with The Great Outdoors Programme had been initiated to structure activities and support those using facilities. There were also 14 Multi-Use Games Areas (MUGAs) with plans to expand this. In addition, some of these were floodlit. These had very high usage rates and were also used for Wheelchair Basketball (as well as sessions where wheelchair users and able bodied participants took part simultaneously). They were tarmacked and highly durable.
- 2.4.6 Active Slough was keen to emphasise engagement for all rather than elitism or competition. Those taking part could also drop in and out of sessions rather than committing to an entire programme. Users were also consulted, with the offer being revised as a result. Work on access was being undertaken (e.g. car parks, lifts, changing facilities). Gyms also used the most modern innovations to assist users (e.g. wheelchair access, visual impairment aids, ease of grip). This was a work in progress and would continue to evolve as issues were identified. The Patient and Liaison Service and Sport in Mind were also involved, whilst Sports Able offered disabled service users a more competitive form of sport if desired.

- 2.4.7 However, whilst the offer was in good shape there were concerns over the level of publicity it had attracted. Whilst a leaflet highlighting specialist provision could be of assistance, other innovations (e.g. use of a forthcoming NHS App to promote options) could be explored.
- 2.4.8 Most activities had concessionary rates; these rates were uniform for all who could claim them. There had been some concerns over 'carers' who were using facilities for free and ignoring those they were supposed to be caring for. As a result, members felt that some form of identification (including guidance as to care arrangements) could be produced to stop this. This could also help SBC track use of their facilities.
- 2.4.9 Staff undertook training on CSE, Adult Safeguarding and Manual Handling (with all managers taking Level 2 training on this).
- 2.4.10 Activate Slough had been based on external funding to construct specialist provision. It was being supported by a volunteer programme which was being constructed and could be circulated once complete.
- 2.4.11 However, members were also concerned that having baby nappy changing facilities in disabled toilets could present an infection control issue, and asked if this matter could be considered.

## **2.5 Meeting with Planning Team**

- 2.5.1 The Task & Finish Group had raised concerns across a number of areas. Some of these related to roads and highways – as a result, the Group has asked that another meeting be scheduled for 2019 to cover these.
- 2.5.2 With regards to Building Control, members asked if SBC was going beyond the minimum statutory requirements. Given the high level of local need, it was felt that the 5% threshold may not reflect the population in question. However, a precise understanding of this level of need was not in place; the Group felt this area merited greater research. Existing materials (e.g. the Joint Strategic Needs Assessment) may hold some relevant information, as could the Public Health Team. Healthwatch may also be able to offer a comparison with neighbouring authorities.
- 2.5.3 The Planning Policy Framework currently included a statement on the need for accessibility for all. The Local Plan had been presented to the Planning Committee on 5<sup>th</sup> December, whilst the Five Year Plan Outcome 4 Sub Group had also agreed to increase the level of accessible housing stock. This included a stipulation that 5% of all housing (new and existing) would conform with Category 3 of the National Accessible Scheme (Category 2 was the legal minimum). This would be presented as a potential Council policy in March 2019. In addition, all new buildings required a design and access statement.
- 2.5.4 New developments required evidence of need when considering accessibility in design; failure to do this could lead to developers questioning the requirements made and their resulting cost. It was also the case that Councils had to balance accessibility with the need for affordable housing and other considerations (especially the high density nature of Slough's housing requirements). However, a counter consideration regarding the long terms costs of adapting existing buildings or even moving residents to more suitable housing needed to be made too.
- 2.5.5 At present, there was a cap of 200 homes before SBC would require 5% of these to be accessible at Category 3 standards. Further information as to the reasons for this would be reported back to the Task & Finish Group.

- 2.5.6 Planning, building and the NHS at present had linked interests in the matter but were not fully co-ordinated. SBC had established the 'One Council' Group which was working on such matters; this Group could also help with understanding the precise nature of the level of local need.
- 2.5.7 Given the redevelopment of the town centre, there may also be an opportunity to transform the offer made for local residents and visitors. However, it was vital that this chance was taken during the initial planning stages; for example, at the existing Queensmere shopping centre a Motability service had been established but only after the building was finished, and as a result was not conveniently situated.

## **2.6 Meeting with Slough Borough Council & Partner Employees with Disabilities Forum**

- 2.6.1 The forum kindly allowed the Task and Finish Group to attend their January meeting, to discuss the issues that had been identified by the group so far and gain their insight on both further issues to be addressed and action that might be taken.
- 2.6.2 Members of the forum noted the progress that has been made by the council in improving accessibility - particularly in regard to the new leisure facilities.
- 2.6.3 However, the forum did still feel that more needed to be done in the private sector, for example in small shops, and echoed the group's concerns around accessibility in the community - particularly relating to parking, highways, public transport and disabled toilets.
- 2.6.4 It was suggested that, in order to address this, the council might look to offer training for local employers, businesses and other organisations, as part of a wider campaign around disability awareness.
- 2.6.5 The forum's chair, Liam Toner, also highlighted the importance of improving access to information on the services and benefits available to people with disabilities; and it was proposed that the creation of a single document or resource, in accessible formats, might help to address this.
- 2.6.6 It was agreed that the representatives from the Task and Finish Group would return to the forum at a later date once the recommendations had been finalised, to review findings and discuss what more might be done to improve the wider public's attitude towards, and awareness of, disability.
- 2.6.7 It was also suggested that further work might need to be undertaken beyond the terms of reference of the Task and Finish Group - looking more broadly at people with disabilities' quality of life.

## **2.7 Meeting with Highways Team**

- 2.7.1 This meeting focussed on the availability and suitability of disabled parking in Slough, and challenges disabled residents can face when travelling via public pathways, on foot or in wheelchairs. Members of the group felt these issues were of critical importance for ensuring that Slough can become a disability friendly town, and for preventing disabled residents from becoming socially isolated.
- 2.7.2 The Chair of the Task and Finish group raised concerns around the absence of disabled parking bays in several wards across Slough, such as Wexham Lea, and the challenges this can present disabled residents in accessing local shops and services.

- 2.7.3 The Chair also discussed issues around the design of disabled parking bays in areas such as the Town Centre, where the bays are placed end-to-end (for parallel parking), rather than side by side (echelon parking), without demarcated spaces between and around the bays to be kept clear. This can mean that disabled people have to exit their vehicle into the road - potentially into on-coming traffic - and can prevent residents from exiting vehicles that have been specially adapted for rear access.
- 2.7.4 The Highways team informed the Task and Finish Group of the statutory limitations around 'on-curb' disabled parking, which prevents the council from establishing echelon disabled parking bays in certain places. However, it was agreed that the Highways team could investigate potential opportunities for establishing more disabled parking bays across the borough within the current legislation, in consultation with disabled residents.
- 2.7.5 The Chair discussed the importance of crossing points at junctions in allowing disabled residents to travel throughout the town unimpeded, and highlighted the good work the council has undertaken in establishing these. However, he raised concerns that nuisance parking at junctions was obstructing many of these crossing points or otherwise rendering them unsafe. Members asked whether more double-yellow lines could be established, given that these are required for the council to be able to enforce parking restrictions.
- 2.7.6 The Highways team informed the group that double-yellow lines are not established as standard at such junctions, as vehicles are already restricted from parking within 10m of a junction, and took them through the consultation process by which changes are made. While it would not be practical to have double-yellow lines at every junction, the Highways team agreed that it would be possible to assess whether they should be introduced at those where crossing points have recently been installed by the council.
- 2.7.7 Members discussed how nuisance parking on pavements can prevent disabled residents from using pathways and asked for an update on the council's plans. The Highways team updated the Task and Finish group on the Pavement Parking Scheme which was trialed in 2015, and discussed how it sought to allow cars to park with two wheels on the pavement within demarcated areas, while preserving a minimum width of 1.2m for pathways. It is hoped to extend this scheme to further areas of the borough in the future.
- 2.7.8 The Highways team also apprised the group of potential legislation which will allow councils to ban on-pavement parking, as is currently the case in London. It is hoped that this legislation, were it to be passed, will give the council more flexibility to improve accessibility for disabled residents.
- 2.7.9 The group also considered further obstructions to public pathways, including overgrown hedges and vehicles parking over the end of driveways. The highways team informed the group of the action taken by the council to prevent these kinds of issues from occurring, but highlighted the limited resources available for inspection and enforcement.
- 2.7.10 To raise awareness of these issues, it was agreed that the Highways team could look to publish information on the importance of keeping pathways clear via social media and *Citizen*, as well as case studies of action that has been taken which has had a positive impact for disabled residents.

## **2.8 Joint meeting with Healthwatch Slough**

- 2.8.1 The Task and Finish Group has been a collaborative piece of work between the Health Scrutiny Panel and Healthwatch Slough. This meeting provided an opportunity for the group to consider issues identified by Healthwatch in their report of September 2018 *Slough: A town*

*that is accessible and inclusive for all.* The full report can be found in the appendix, though findings on specific practices have been removed to allow them a fair opportunity to respond to Healthwatch's concerns.

2.8.2 Healthwatch Slough visited 17 GP surgeries in Slough in teams of two between July and August 2018. Although some of the surgeries visited were very well equipped, there were several areas where the teams had significant concerns.

2.8.3 Based on the issues identified, Healthwatch have proposed 4 key areas where they believe quick progress might be made to improve accessibility:

**1. Signage**

- a. Signs should be clear and unambiguous, at a readable eye level, readily distinguishable from the background, using standardised symbols that are universal and easy to understand.
- b. Reserved parking spaces should be denoted by clear signposting at the entrance and beside the space itself.
- c. Routes from entrance doors to lifts, stairs, enquiry desks and toilets should be clearly defined and unobstructed.
- d. Passageways should be kept clutter free.

**2. Furniture**

- a. Seating should be available in a choice of heights.
- b. Reception counters should be accessible and usable by disabled persons.
- c. Hygiene products, such as hand gel, should be available at an accessible level for wheelchair users.

**3. Communication**

- a. All surgeries should install a hearing loop.
- b. Surgeries should publicise to patients that a quiet space can be provided upon request.

**4. Safety**

- a. Doorways should be installed with a low threshold bar.
- b. Grounds leading up to the surgery should be smooth and safe for wheelchair users or someone walking with an aid.
- c. Handrails should be placed on both sides of ramps leading to an entrance door.
- d. Contrast is desirable between doors and walls.

2.8.4 The Task and Finish Group agreed that Healthwatch Slough's findings should be shared with the CCG and Slough's two primary care networks - Slough Health Alliance Provider Enterprise (SHAPE Network) and Slough Practices Alliance (SPA network) - and that the Health Scrutiny Panel should examine what progress has been made in improving accessibility in practices in two years time.

2.8.5 Members of the group also thought that these recommendations should be considered in the design of any new practices and discussed opportunities that may be provided in the years ahead by technology - such as telehealth - to improve access to GPs.

2.8.6 The group then discussed the results of Healthwatch Slough's survey on Disability Rights - the results of which can be found in the appendix. They were particularly pleased to note the widespread public support behind the council's aim to make Slough a disability-friendly town. However, the group did raise concerns around the large number of those surveyed who did not use public transport.

2.8.7 Healthwatch Slough also kindly provided their thoughts on the issues identified by the Task and Finish group up to that point, and helped the group to shape its final recommendations.

### 3 List of Meetings and Events

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

- |                                 |   |
|---------------------------------|---|
| 10 <sup>th</sup> August 2018:   | Formation of terms of reference   |
| 2 <sup>nd</sup> October 2018:   | Meeting with providers of Online Disability Access Guide                        |
| 21 <sup>st</sup> November 2018: | Meeting with Transport Team (focus on bus services)                             |
| 27 <sup>th</sup> November 2018: | Meeting with Taxi Licensing Team  |
| 4 <sup>th</sup> December 2018:  | Meeting with Leisure Team   |
| 11 <sup>th</sup> December 2018: | Meeting with Planning Team  |
| 24 <sup>th</sup> January 2019:  | Meeting with Slough Borough Council & Partner Employees with Disabilities Forum |
| 12 <sup>th</sup> February 2019: | Meeting with Highways and Parking Team  |
| 26 <sup>th</sup> February 2019: | Joint meeting with Healthwatch Slough   |
| 26 <sup>th</sup> February 2019: | Formation of recommendations  |



## 4 Acknowledgements

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

### Slough Borough Council:

Masum Choudhury	-	Transport Strategy Team Leader
Savio DeCruz	-	Service Lead Major Infrastructure Projects
Ginny de Hann	-	Service Lead Regulatory Services
Kam Hothi	-	Team Leader, Parking
Giovanni Ferri	-	Youth Worker
David Gordon	-	Scrutiny Officer
Alison Hibbert	-	Leisure Strategy Manager
Kerry Hobbs	-	Planning Policy Officer
Sally Kitson	-	Strategy and Partnership Manager
Tom Overend	-	Policy Insight Analyst
Michael Sims	-	Licensing Manager

### External Organisations:

David Livermore	-	AccessAble
Arunjot Mushiana	-	Healthwatch Slough
Nicola Strudley	-	Healthwatch Slough

The Task and Finish Group would also like to acknowledge Living in Harmony and Slough Community Transport's work in producing the survey on Disability Rights.

### The following resources were also used in background research:

Accessible Bus Stop Guidance	Transport for London
FirstGroup Plc v Paulley (2017)	Supreme Court Ruling
Nusrat Ghani MP Statement (7 <sup>th</sup> March 2018)	Hansard
Task & Finish Group – Use of Wheelchair Spaces on Buses	House of Commons

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# Slough

## A town that is accessible and inclusive for all



**September 2018**

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## Executive summary

Healthwatch Slough visited 17 GP practices from the period between July 31st to 16th August 2018 to gain an understanding of how disabled friendly local surgeries were in Slough.

Although practices made every effort to accommodate all sections of this town's diverse communities, space restriction limits larger scale changes. However we noticed that there were a number of 'quick fixes' that all surgeries could easily implement, with very little cost or upheaval, that could immediately improve a patients journey through Primary Care such as height of counters, and clearly labelled signage at eye level.

Small adjustments can result in big differences.

## Why Slough needs to be accessible and inclusive

The World Health Organisation says that 15% of the world's population lives with an impairment or disability.

For too long cities and towns have been built without thinking about how physical and social barriers affect people with disabilities. Social inclusion is a highly important "determinant of health" – without inclusion, people are more likely to experience poor health (including poor mental health), loneliness, isolation, and low self-esteem.

Slough has been active in promoting greater social inclusion through

initiatives such as 'The Safe Place Scheme',



the provision of disability friendly cabs,





offer of 7 RADAR Accessible Toilets in the town,



& the Slough Advocacy Service

However, in some other parts of the country, businesses have taken their corporate social responsibility further by introducing events such as autism friendly screenings at cinemas and autism friendly swimming sessions, promoting their disability friendly workplace environments etc.

Slough is in a strong position to create an enhanced user friendly environment that is accessible to all sections of its population in an exemplary manner as the Health Scrutiny Board seeks to do.

### **Aspiration of Slough's Health Scrutiny Committee**

Slough's Health Scrutiny Committee aims to make Slough an exemplary inclusive model for the rest of the country – this means ensuring transport, roads, planning, buildings, shops, public places such as Leisure Centre's, parks, GPs surgeries are accessible to all.

A task and finish group was formed with the following members: Colin Pill Charing (HWSlough), Alan Sinclair (Director Adults & Communities), Cllr. Dexter Smith and Liam Toner (Slough Employ-Ability) & Cllr. Wayne Strutton.

Colin Pill, asked Healthwatch to investigate how accessible GP surgeries were for people with disabilities. This report documents those findings and makes some recommendations for the Board to consider for next steps.

## Slough's population

Slough has a population of almost 150,000 and from the 2011 Census. 9,322 residents (9.9%) between the ages of 16-64 reported living with a physical disability. Over 1,350 people were reported to be living with a severe mental health problem. There are an estimated 2,590 people living with sight loss in Slough. 290 people are living with severe sight loss (blindness). 2,696 adults under the age of 65 live with a moderate to severe hearing impairments (more have a profound impairment). Hearing impairments in younger adults in Slough is expected to increase by 20% over the next ten years. Also, 4.07% of over 65s have been recorded by their GPs as living with dementia.

These figures only scratch the surface. Disability covers more than the obvious conditions such as blindness or confinement to a wheelchair. Breathlessness, the need to walk with a stick, difficulty of gripping due to paralysis or arthritis, lack of co-ordination, partial sight, deafness and sensory overload can all affect a person's mobility in the environment. It makes practical sense to ensure that design takes account of this group.

## What is accessibility?

Anyone with a disability is protected by the Disability Discrimination Act (DDA). The DDA defines disability as "*a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities*".

The types of discrimination it can help challenge are:

- direct discrimination (such as a ban on employing blind people)
- disability related discrimination (for example, a taxi driver refusing to take a blind passenger because they have a guide dog)
- failure by an organisation to make a reasonable adjustment to allow you access to goods, facilities and services
- victimisation
- harassment

Accessibility and inclusion are about enabling people and communities to fully participate in society, to lead independent lives wherever possible

with dignity and confidence. It's intentionally designing the world to include everyone, regardless of disability. It's working so others have access to more of life because this accessibility matters. Accessibility defined is the ability of being reached, approached, used, or understood.

This report is a small start in examining where the gaps lie in Slough services being as accessible as possible and makes suggestions for some very reasonable adjustments that can go a long way to enhance accessibility.

### About Healthwatch Slough

Healthwatch exists to help improve health and social services by putting people at the heart of decisions about local care. They make sure that everybody has the opportunity to speak up.

### What we know about access to Primary Care

Most people say they are satisfied with their GP. According to the latest GP Satisfaction Survey (2018) 85% of people say they are satisfied with their family doctor and 84 % say the same about their local dentist services. Yet studies conducted by Healthwatch from all around the country suggest that there are significant issues of concern for some groups of people, particularly for those with hearing, visual and mobility impairments.

Slough's Public Health Consultant, Dr Liz Brutus, in a recent paper highlighted that health inequalities can be seen in those living with a disability. ('Tackling Slough's health inequalities and wider determinants of health: Considerations for Slough Wellbeing Board and Frimley Integrated Care System.' 31 Jul 2018, Public Health, Slough Borough Council)

By law, under the Equality Act 2010, all health and social care providers are required to make 'reasonable adjustments' to make sure that a disabled person can access and use the service as close as possible to the way a non-disabled person would. This means that all GP surgeries should aim to provide suitable access for patients with hearing, visual and mobility impairments, including those in wheelchairs, as well as older people and those with learning disabilities. In addition, they should



provide suitable means of communication, so that it is easy for people to book appointments in the first place.

### **What Healthwatch Slough did**

Healthwatch Slough visited 17 GP surgeries in Slough (see appendix 1) in teams of two between 31st July to 16th August 2018.

We began our observation by scanning the physical environment outside of the surgery itself, looking at parking bays and footpaths leading into the premises. We then did a walk through of the internal environment spending some time sitting and watching in the waiting rooms to gain an understanding of how patient's might experience the environment from the perspective of someone living with a disability.

We looked at potholes and cracks in the paving leading into the surgeries, examined the slopes and ramps for smoothness and the impact the ground would have on a wheelchair user or someone sight impairment using a cane, measured the width of doors, looked to see obstructive items in passageways, the amount of space in the toilet areas, how fire-exits accommodated wheelchairs, and how people who need to be in a quiet space were accommodated for.

We accept that the checklist (see appendix 2) used in this exercise does not cover every aspect of good practice for all disability types, however, we believe it does provide a starting point for discussion and for planning to begin to make improvements.

### **What Healthwatch Slough found**

The main issue faced by GP practices is space restrictions but in spite of this it was clear that surgeries very much wanted to offer a high standard in terms of patient experience.

- **Communication to patients**

Most surgeries had a hearing loop and the ones that didn't said they were in the process of acquiring one. Braille was seldom offered but surgeries said they could make this provision on request.

A lot of surgeries used clear signage, but we did note a number that were placed high above eye level and difficult to read because of the size and lack of symbols.

We were pleased to note that many surgeries had taken up our suggestions on how to make information accessible and easy to understand in the waiting areas ('How organisations can provide clear information', June 2017). However, we still noticed some TV screens playing daytime TV soaps rather than using the opportunity to keep patients informed and updated. We are unclear why this is still happening.

Some GP practices used LED lit notices to let patients know when they are up next. At others, the GP would come to the waiting area and call for the next patient. Some used a tanyo system which could work but was often noticed to be crackling and unclear.

- **Physical internal environment**

A number of reception counters were very high making it difficult for someone in a wheelchair to see over and speak with reception staff.

In some of the disabled toilets, soap and drying materials were placed much higher than a person in a wheelchair could reach. Some hand basins were impossibly placed for anyone in a wheelchair to reach over and use safely or to fit their wheelchair under.

One surgery had a perfectly accessible fire exit that led to a garden area that was then rocky and uneven, so once a wheelchair user, or anyone with a mobility issue, reached outside, it was impossible to go any further. We were interested in what the fire department thought of this during their inspections.

Most surgeries were clutter free, but we did notice that sometimes boxes were stored close to fire exits as this provided a free space. In one surgery we even noticed a tall potted plant placed right outside of the disabled toilets (see image 4).

We did notice some surgeries did not have a low threshold bar at the door entrance which would make access immediately simpler for the disabled, elderly and parents with pushchairs.

Practice managers who were working with space restrictions told us they could accommodate someone who needed a quiet space due to having dementia, or autism upon request. One practice also offered a text messaging service for anyone who needed to wait outside.

- **Access from the outside**

We noticed that where some disabled parking spaces were not clearly marked, had no covering or enough space to disembark safely.

We looked at the pavement and roads leading to the surgery entrance and were quite shocked at how ridges, potholes, uneven surfaces etc pose such a safety risk for anyone in a wheelchair or sight impaired if trying to access the surgery without risk.

Image 1). Cracks and ridges near pedestrian crossing outside of surgery

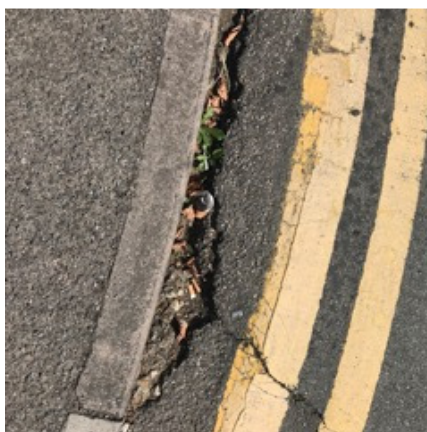


Image 2). Pavement not suitable for wheelchair user as raised manhole cover



Image 3). Fire exit door with high step and no slope. Again we would ask the question as to whether this complies with the fire departments regulations and why a ramp isn't placed to overcome this obvious barrier to safely exiting the building in case of a fire.



Image 4). We noticed that some corridors were obstructed by objects, mostly for the short term when space is limited for storage and on one occasion by a decorative plant– a very easy fix is to remember to keep passageways clutter free.

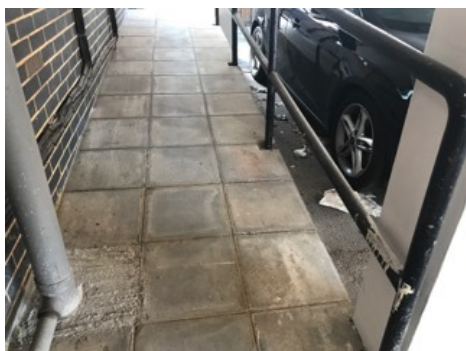


Image 5). Large pole blocking wheelchair access on fire escape. Guidance width is 1500mm and its recommended that handrails be on both side of the ramp.



Image 6). End of fire exit has uneven surface posing risk to wheelchair user and other mobility impaired and sight impaired persons.



Image 7). Sainsbury's Slough High Street disabled toilet signage demonstrates both understanding and commitment. Their aisles are clutter free and wide.

### Patient's experiences

*"I couldn't enter the consulting room to speak to my GP as I couldn't get my wheelchair through the door so I had to have my consultation with the GP with me sitting outside in the corridor. I'm pleased to report that since then, the surgery has re-designed one of its consulting rooms so this is no longer an on-going issue".*

*"I like shopping at Sainsbury's in Slough. I'm a wheelchair user but Sainsbury is always clutter free, has nice wide aisles and clear signage. Most other shopping experiences in Slough are impossible for me to use".*

*"I find it really hard to take my child (who is on the spectrum) to visit the GP when he's ill, only because we cannot sit in the waiting room with so many people. I now know that I can sit with him in the car and that reception will text when our turn is up. I think surgeries should let people know that this is an option as it has really helped us"*

## Easy fixes for surgeries

- **Signage**

For signage to be clear and unambiguous, at a readable eye level, readily distinguishable from the background, using standardised symbols that are universal and easy to understand.

Reserved parking spaces should be denoted by clear signposting at the entrance and beside the space itself.

Routes from entrance doors to lifts, stairs, enquiry desks and toilets should be clearly defined and unobstructed.

Keep all passageways clutter free.

- **Furniture**

Seating should be available in a choice of heights.

The reception counters should be accessible and usable by disabled persons.

For hygiene products be at an accessible level for wheelchair users.

- **Communication**

All surgeries should install a hearing loop.

To publicise that patients that a quiet space can be provided upon request.

- **Safety**

For doorways to be installed with a low threshold bar.

For the grounds leading up to the surgery to be smooth and not a danger to wheelchair users or someone walking with an aid.

For handrails to be placed on BOTH sides of slopes leading to an entrance door.

Contrast is desirable between doors and walls.



## Next Steps

Our environment has not in general been designed with the needs of disabled people in mind, yet about one person in twenty has some form of permanent or temporary disability which makes mobility difficult. It makes practical sense to ensure that design takes account of this group. If cities and towns are built with accessibility in mind from concept, then an environment is naturally created that promotes health and wellbeing.

Healthwatch Slough supports and commends Slough Scrutiny Boards desire that our town be an outstanding example of how accessibility to a high standard should be pursued. We were pleased to see GP surgeries doing so much to meet the needs of its population and their commitment to learn and improve.

This report has been produced and written primarily for Slough Health Scrutiny Board who will decide how to develop and incorporate it within a wider, more holistic town wide strategy.

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## Disabled Rights Survey Evaluation

Number of people surveyed so far [343] 3<sup>rd</sup> December 2018

1. Do you believe that disabled people should have the same rights that able bodied people have?

Strongly Agree [339] Strongly Disagree [2] Not Bothered [1]

2. Do you have a disability?

Yes [54] No [287]

3. Who do you believe is responsible for giving disabled people equality in our communities?

The Council [291] The NHS [44] The Government [160]

4. Do you or a member of your family have a blue disabled badge?

Yes [118] No [223]

5. Knowing that disabilities are not always visible in people would you know if a person was disabled?

Yes [21] Possibly [84] No [236]

6. Would you agree that physically disabled people should have the same access to Stores, Shops and Public Buildings as able bodied people?

Strongly Agree [341] Strongly Disagree [2] Not Bothered [0]

7. Slough Council would like to make Slough a disabled friendly town. What do you think? Do you?

Strongly Agree [342] Strongly Disagree [1] Not Bothered [0]

8. **Public transport** When you use the transport system in Slough. Does the driver?

(Always lower the bus for you to enter? Yes [53] No [129]

(Wait until you are seated before moving? Yes [53] No [130]

(Always stop at the right place at the bus stop? Yes [82] No [96]

The number of people that did not use public transport: [158]

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> July 2019

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

**WARD(S):** All

**PORTFOLIO:** Leader, Regeneration & Strategy – Councillor Swindlehurst

**PART I**  
**NON-KEY DECISION**

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

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

**2. Recommendation**

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

**3. Slough Joint Wellbeing Strategy Priorities**

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

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

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

There are no financial implications.

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

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

## **5. Supporting Information**

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

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

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

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

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

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

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

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

## **6. Appendices Attached**

'A' - Current Notification of Decisions – published 14<sup>th</sup> June 2019

## **7. Background Papers**

None.

# **NOTIFICATION OF DECISIONS**

## **1 JULY 2019 TO 30 SEPTEMBER 2019**

Date of Publication: 14<sup>th</sup> June 2019

## **SLOUGH BOROUGH COUNCIL**

### **NOTIFICATION OF DECISIONS**

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

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

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

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

Page 194 This document provides a summary of the reason why a matter is likely to be considered in private / Part II. The full reasons are listed alongside the report on the Council's website.

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

#### **What will you find in the Notice?**

For each decision, the plan will give:

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

## **What is a Key Decision?**

An executive decision which is likely either:

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

## **Who will make the Decision?**

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

The members of the Cabinet are as follows:

- |   |                         |
|---|-------------------------|
| • Leader of the Council - Regeneration & Strategy | Councillor Swindlehurst |
| • Deputy Leader – Governance & Customer Services  | Councillor Hussain      |
| • Transport & Environmental Services              | Councillor Anderson     |
| • Inclusive Growth & Skills                       | Councillor Carter       |
| • Planning & Regulation                           | Councillor Mann         |
| • Housing & Community Safety                      | Councillor Nazir        |
| • Health & Wellbeing                              | Councillor Pantelic     |
| • Children & Schools                              | Councillor Sadiq        |

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

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

## **How can you have your say on Cabinet reports?**

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

### **What about the Papers considered when the decision is made?**

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

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

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

### **When will the decision come into force?**

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

### **What about key decisions taken by officers?**

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

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### **Are there exceptions to the above arrangements?**

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

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



## Cabinet - 15th July 2019

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>SBC Annual Report 2018/19</u></p> <p>To provide a report on the Council's progress against the outcomes in the Five Year Plan for 2017/18.</p>	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<p><b><u>Statutory Service Plans</u></b></p> <p>To recommend to Council the Statutory Service Plans (SSPs) in relation to the Food Safety Service, Health &amp; Safety Service, and Trading Standards Service in accordance with the requirements laid down by external agencies.</p>	P&R	All	All	Ginny de Haan, Service Lead Regulatory Services Tel: 01753 477912	-	None		
<p><u>Transport for the South East - Transport Strategy Consultation</u></p> <p>Further to the Cabinet report of March 2019, to consider the response to the consultation on Transport for the South East's Transport Strategy.</p>	T&E	All	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None		
<p><b><u>Compulsory Purchase Orders for Long Term Empty Properties</u></b></p> <p>To consider giving authority to use compulsory purchase powers to bring the following empty properties back into use: 2 Upton Court Road, 69 Bradley Road, 22 Salt Hill Avenue.</p>	H&C	All	Housing	Amir Salarkia, Interim Housing Regulation Manager Tel: 01753 875540	-	None	√	Yes, p3 LGA

**Portfolio Key** – R&S = Regeneration and Strategy, G&C = Governance & Transformation, T&E = Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

**Bold** – Key Decision

Non-Bold – Non-Key Decision

*Italics* – Performance/Monitoring Report

<u>References from Overview &amp; Scrutiny</u>  <i>To consider any references from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None		
<u>Notification of Forthcoming Decisions</u>  <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		

## Cabinet - 16th September 2019

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<b>Revenue Financial Update Q1 2019/20</b>  To receive an update on the latest revenue position and to consider any write off requests, virements and any other financial decisions requiring Cabinet approval.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	O&S	None	√	
<u>Capital Financial Update Q1 2019/20</u>  To receive an update on the capital programme for the third quarter of the year.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	O&S	None	√	
<u>Performance &amp; Projects Report Q1 2019/20</u>  To receive a report on the progress against the Council's balanced scorecard indicators and key projects for 2018/19.	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	O&S	None	√	

**Portfolio Key** – R&S = Regeneration and Strategy, G&C = Governance & Transformation, T&E = Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

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

<b><u>Localities Strategy Update</u></b> Further to the Cabinet decisions of 25 <sup>th</sup> February 2019, to receive an update, and take any necessary decisions, on the implementation of the Localities Strategy.	R&S	All	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<b><u>Disposal of Land North of Norway Drive</u></b> Further to Cabinet approval in October 2017 to option land at Norway Drive to Slough Urban Renewal (SUR) for a commercial led housing scheme; this report seeks approval to the transfer sum which represents best value.	R&S	Wexham Lea	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None		Yes, p3 LGA
<b><u>Cycle Hire and Hub Schemes Update</u></b> To consider an update on the future of the cycle hire and hub schemes.	T&E	All	All	Savio DeCruz, Service Lead Major Infrastructure Projects Tel: 01753 875640	-	None	√	
<b><u>References from Overview &amp; Scrutiny</u></b> <i>To consider any references from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Shabana Kauser, Senior Democratic Services Officer Tel: 01753 787503	-	None	√	
<b><u>Notification of Forthcoming Decisions</u></b> <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None	√	

**Portfolio Key** – R&S = Regeneration and Strategy, G&C = Governance & Transformation, T&E = Transport & Environmental Services, C&S = Children & Schools, P&R = Planning & Regulation, H&C = Housing & Community Safety, H & S = Health and Wellbeing, I&S = Inclusive Growth & Skills

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

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