

Date of issue: Friday, 6 March 2020

<b>MEETING:</b>	<b>CABINET</b>	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Akram	Deputy Leader of the Council and Cabinet Member for Governance & Customer Services
	Councillor Anderson	Sustainable Transport & Environmental Services
	Councillor Bains	Inclusive Growth & Skills
	Councillor Carter	Children & Schools
	Councillor Mann	Planning & Regulation
	Councillor Nazir	Housing & Community Safety
	Councillor Pantelic	Health & Wellbeing
<b>DATE AND TIME:</b>	<b>MONDAY, 16TH MARCH, 2020 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EL</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	<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 3rd February 2020 and the Extraordinary Meeting held on 20th February 2020	1 - 14	-
3.	Performance & Projects Report, Quarter 3 2019/20	15 - 72	All
4.	Our Futures Update	73 - 80	All
5.	<b>Assets Update</b>	81 - 88	All
6.	Equalities Update including Gender Pay Gap Report	89 - 136	All
7.	<b>Discretionary Housing Payments Policy</b>	137 - 170	All
8.	<b>Local Welfare Provision Policy</b>	171 - 200	All
9.	<b>Business Rates Discretionary Policies</b>	201 - 220	All
10.	<b>Reference from the Trustee Committee - Stabmonk Park Millennium Green Trust Transfer</b>	221 - 238	Chalvey
11.	References from Overview & Scrutiny	To	All
12.	Notification of Forthcoming Decisions	Follow 239 - 248	All
13.	Exclusion of Press and Public	-	-
	It is recommended that the Press and Public be excluded from the meeting during consideration of the item in Part 2 of the Agenda, as it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding the information) as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (amended).		
<b>PART II</b>			
14.	Part II Minutes - Extraordinary Cabinet, 20th February 2020	249 - 250	-
15.	<b>Assets Update - Appendix</b>	251 - 252	All

## Press and Public

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

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

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

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

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 3rd February, 2020.**

**Present:-** Councillors Swindlehurst (Chair), Akram (Vice-Chair), Anderson, Bains, Carter, Nazir and Pantelic

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

**Apologies for Absence:-** Councillor Mann

**PART 1**

**95. Declarations of Interest**

Item 8 (Minute 102) – Revenue Budget 2020/21: Councillor Anderson declared that he was a Member of Britwell Parish Council.

**96. Minutes of the Meeting held on 20th January 2020**

**Resolved –** That the minutes of the meeting of the Cabinet held on 20<sup>th</sup> January 2020 be approved as a correct record.

**97. Revenue Budget Monitoring Report - 2019-20 (Quarter 3 April to December 2019)**

The Service Lead Finance introduced a report that provided an update on the financial position of the Council's revenue account for the third quarter of the 2019-20 financial year to the end of December 2019.

The forecast year end position for Council run services at the end of the third quarter was an overspend of £1.102m, an increase of £0.909m since the previous quarter. The reasons included the DSO not meeting income targets and reduced income from bus lane enforcement. Taking into account the exposure to financial risk from Slough Children's Services Trust's position, the potential budget overspend was £2.254m, which was a significant reduction on the second quarter. The Council, Trust and Department for Education continued to work together to address the financial issues. In response to a question, it was noted that the £4.3m provision for SCST advanced payment had been removed from the monitoring report as it would only have crystallised if the company had fallen into insolvency during the financial year. As a result of the work undertaken to stabilise the finances this risk had now reduced and it was not considered likely, although there remained a risk in the next financial year.

Lead Members discussed the actions being taken to reduce the overspend and Directors summarised the key issues in their respective service areas. The Service Lead stated that the aim was to balance the budget for Council run services by year end.

## **Cabinet - 03.02.20**

The Housing Revenue Account was on track to deliver the planned net budget deficit of £2.871m in 2019/20.

Approval was sought for the virement and write off requests detailed in sections 9 and 10 of the report. These were agreed. At the conclusion of the discussion, the report was noted.

### **Resolved –**

- (a) That the reported underlying financial position of the Council, including the Slough Children's Services Trust (SCST), as at the third quarter of the year be noted;
- (b) That the management actions being undertaken by the officers to reduce the budget pressures be noted;
- (c) That the potential impact on the Council's general reserves and associated implications for the Council based on the latest financial projections, be noted; and
- (d) That the virements and write offs as requested in Section 9 and 10 of the report be approved.

## **98. Capital Monitoring Report as 31st December 2019**

The Service Lead Finance introduced a report that summarised spend against capital budgets for the 2019/20 financial year as at 31<sup>st</sup> December 2019 and sought approval to re-profile budgets into future years.

The revised capital budget for 2019/20 was £171m and the forecast outturn was £166m which equated to 97% of the budget. This was a strong overall position and key projects including the hotels development on the Old Library Site and Grove Academy and new Chalvey Hub scheme were reviewed. It was noted that the school was on track to open in August and the hotels were ahead of schedule and were set to open by early 2021.

At the conclusion of the discussion the report was noted and re-profiled budgets agreed.

**Resolved –** That the report be noted and that the revised 2019-20 budget and the re-profiling of budgets into future years as set out in the report be approved.

## **99. Five Year Plan 2020/21 - 2024/25**

The Service Lead Strategy & Performance gave a presentation on the Council's refreshed Five Year Plan 2020/21 to 2024/25. The Cabinet was asked to recommend approval of the revised plan to Council on 20<sup>th</sup> February 2020.

The plan refreshed the long-term priorities to achieve the five key outcomes for Slough and it had been developed alongside the budget to ensure the Council's strategic and financial objectives were aligned. This year the plan included more detail on the Council's ambitious transformation programme, Our Futures, which included new ways of working to deliver improved outcomes for residents.

Lead Members emphasised that local people should be at the forefront of the strategy. One of the key themes included in the Leader's and Chief Executive's forewords was the importance of working with communities and partners in a 'One Slough' approach to meet the twin challenges of rising demand for services at a time of reduced resources. The Slough Wellbeing Board had an important role to play and it was noted that it was developing new priorities for the partnership which would be aligned to the Five Year Plan. Work was also underway to develop a longer term twenty year vision for Slough which included key milestones to measure.

At the conclusion of the discussion it was agreed that the revised Five Year Plan be recommended to Council for approval.

**Recommended –** That the refresh of the Five Year Plan attached as Appendix A be approved.

#### **100. Treasury Management Strategy 2020/21**

The Leader of the Council gave a comprehensive overview of the Council's budget strategy comprising the Treasury Management Strategy, Capital Strategy and Revenue Budget. The key budget headlines were summarised as follows:

- A balanced revenue budget was being recommended for the year ahead.
- Increased investment in demand led growth for front line services - protecting the most vulnerable in Slough (children in need, elderly requiring care and those facing homelessness).
- Commercial income and efficiencies being used to offset government funding reductions and to protect front line services.
- Strengthening the medium term financial position by improving General Reserves towards the Unitary average. As advised by the LGA Peer Review, this would offset risks of future service pressures or loss of Government funding.
- 1.84% increase in the "basic" Council Tax (with an additional 2.0% increase in Adult Social Care Precept).

A report was considered that requested Cabinet to recommend approval to Council of the Treasury Management Strategy 2020/21. The strategy set out

how the Council would manage the treasury risks and fund the capital programme.

The Council currently had £569m of borrowing and an average investment balance of £45m throughout the year. Officers worked closely with treasury advisors Arlingclose. The Cabinet noted that the highest forecast of Capital Financing Requirement during the next three years was £833m and the total debt for 2020/21 was expected to be £732m. It was therefore confirmed that the Council would be operating within its borrowing limits for the year ahead.

Lead Members discussed the activity undertaken as part of the Strategic Acquisitions Strategy. The capital investment of £106m in the programme was projected to generate £5.3m in 2019/20 and £5.8m in 2020/21 and the strong returns on investment helped support the Council's revenue budget. Members requested that Appendix 2 include a note confirming that the strategic acquisition investments were within the ceiling agreed by Council and that the business cases had been thoroughly assessed before the acquisitions were approved.

After due consideration, it was agreed to recommend approval of the Treasury Management Strategy to Council on 20<sup>th</sup> February 2020.

**Recommended –** That the Treasury Management Strategy for 2020/21 be approved.

#### **101. Capital Strategy: 2020 to 2024**

A report was considered that set out the proposed capital strategy 2020 to 2024 and the Cabinet was asked to recommend the strategy and 2020/21 programme to Council on 20<sup>th</sup> February 2020.

The core principles of the strategy were to be affordable, support the Five Year Plan priorities and maximise the Council's assets. A programme of £259m was proposed to 2024 which included £42.3m for improvement in the Council's housing stock, £23.6m investment in schools, £32.3m in highways & transport schemes, £29.6m for James Elliman Homes and £20m for hubs as part of the Localities Strategy. There was also provision to continue the Community Investment Fund to invest in neighbourhood level projects identified by Ward Members.

The Cabinet welcomed the ambitious programme which would help deliver the strategic priorities in the Five Year Plan. The financing of the programme was discussed including the impact on borrowing. It was noted that the total revenue financing required to fund the capital strategy's borrowing requirements of £171.0m was £5.916m over four years. The strategy was closely aligned to the Treasury Management Strategy to ensure the financing was in place to support the programme.

At the conclusion of the discussion, it was agreed to recommend approval of the Capital Strategy and capital programme to Council.



The Director of Finance & Resources reported that an opportunity had recently arisen to potentially acquire a site in 2019/20 through the HRA for housing. Officers were proactively seeking to purchase the site and a further report was due to be provided to Cabinet. It would require a change to the in year borrowing limits and it was agreed that delegated authority be given to the Director, following consultation with the relevant Lead Members, to adjust the in year HRA borrowing limits to enable the potential acquisition.

**Recommended –**

- (a) That the capital strategy of £259.0m and the associated Minimum Revenue Provision be approved.
- (b) That it be noted that the notional costs of borrowing for the capital programme to the revenue budget would be an increase of up to £5.916m per annum - commencing during the period of the capital strategy to fund borrowing.
- (c) That the principles underpinning the capital programme in paragraph 5.1.2 of the report and the Minimum Revenue Provision principles in Section 7 be approved.
- (d) That the appendices A and B detailing the capital programmes for the General Fund and the Housing Revenue Account be approved.

**Resolved –**

- (e) The delegated authority be given to the Director of Finance & Resources, following consultation with the Lead Member for Housing & Community Safety and the Leader of the Council, to adjust the in year HRA borrowing limits to enable the potential acquisition of a HRA site for new housing.

**102. Revenue Budget 2020/2021**

The Cabinet considered the revenue budget as set out in the report and appendices which it was proposed be recommended to Council.

The key proposals had been summarised. The budget included £8.0m of savings during the financial year and major areas of increased demand included adult social care (£1.2m), children's social care (£1.6m); and homelessness / temporary accommodation (£0.9m). A number of service improvements were proposed such as Slough Academy, support for the Business Improvement District (BID), offering skills training to Slough residents to improve employment opportunities and consolidating town centre management posts into the base budget.

The Council Tax implications would produce a total 3.84% increase, comprising 1.84% for "basic" Council services and 2% adult social care

precept permitted by the Government due to the funding gap for such services. The rise was equivalent to 90p per week increase on a Band C property.

At the conclusion of the discussion, the Cabinet agreed to recommend the Revenue Budget 2020/21 to Council on 20<sup>th</sup> February 2020.

**Recommended –** That the budget, as set out in the report and appendices, be approved.

As the billing authority, approve the Council Tax amounts for each band in the borough including precepts from The Police and Crime Commissioner for Thames Valley Police, the Royal Berkshire Fire and Rescue Service and the Parishes - whilst noting that these are still to confirm their final council tax precept requirements;

**Council Tax Resolution –** In relation to the Council Tax for 2020/21

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2021 is as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 16 December 2019 Cabinet calculated the following Tax Base amounts for the financial year 2020/21 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
- (i) 42,918.1 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2020/21; and
- (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2020/21:
- |                                |         |
|--------------------------------|---------|
| Parish of Britwell             | 868.6   |
| Parish of Colnbrook with Poyle | 1,912.9 |
| Parish of Wexham Court         | 1,416.5 |
- (c) That the following amounts be now calculated for the year 2020/21 in accordance with sections 31A to 36 of the Act:
- (i) £382,396,185 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act.

(Gross Expenditure);

- (ii) £321,271,305 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act.

(Gross Income);

- (iii) £61,124,880 being the amount by which the aggregate at paragraph c

(i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act.

(Council Tax Requirement);

- (iv) £1,424.22 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.

- (v) That for the year 2020/21 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £203,925 representing the total of Parish Precepts for that year.

- (vi) £1,419.47 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

- (vii) Valuation Bands

<b>Band</b>	<b>Slough Area £</b>	<b>Parish of Britwell £</b>	<b>Parish of Colnbrook with Poyle £</b>	<b>Parish of Wexham Court £</b>
A	946.31	44.07	32.93	24.48
B	1,104.03	51.41	38.42	28.56
C	1,261.75	58.75	43.91	32.64
D	1,419.47	66.10	49.40	36.72
E	1,734.91	80.79	60.38	44.89
F	2,050.35	95.47	71.36	53.05
G	2,365.78	110.16	82.33	61.21
H	2,838.94	132.19	98.80	73.45

Being the amounts given by multiplying the amounts at paragraph c (iv) and c (vi) above by the number which, in the proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with section 36 (1) of the Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (viii) Calculate that the Council Tax requirement for the Council's own purposes for 2020/21 (excluding Parish precepts) is £60,920,955.
- (ix) That it be noted that for the year 2020/21 it is assumed that the Thames Valley Police Authority precept will increase by £10 for a Band D property (the maximum allowed by the Home Office). The police funding settlement was only announced on 22 January. The Police and Crime Panel are provisionally meeting on the 14th February to consider the Police & Crime Commissioner's precept proposals. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

<b>Band</b>	<b>Office of the Police and Crime Commissioner (OPCC) for Thames Valley £</b>
A	144.19
B	168.22
C	192.25
D	216.28
E	264.34
F	312.40
G	360.47
H	432.56

- (x) That it be noted that for the year 2019/20 the Royal Berkshire Fire Authority has proposed increasing its precept by 1.99% in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

<b>Band</b>	<b>Royal Berkshire Fire Authority £</b>
A	45.07
B	52.58
C	60.09
D	67.60
E	82.62
F	97.64
G	112.66
H	135.20

***These precepts had not been formally proposed or agreed by the Royal Berkshire Fire Authority and were agreed subject to further revision.***

- (xi) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council for 2020/21 including the precepting authorities will be as follows:

<b>Band</b>	<b>Slough £</b>	<b>Office of the Police and Crime Commissioner (OPCC) for Thames Valley £</b>	<b>Royal Berkshire Fire Authority £</b>	<b>TOTAL £</b>
A	946.31	144.19	45.07	1,135.57
B	1,104.03	168.22	52.58	1,324.83
C	1,261.75	192.25	60.09	1,514.09
D	1,419.47	216.28	67.60	1,703.35
E	1,734.91	264.34	82.62	2,081.87
F	2,050.35	312.40	97.64	2,460.39
G	2,365.78	360.47	112.66	2,838.91
H	2,838.94	432.56	135.20	3,406.70

- (xii) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xiii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.

- (xiv) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xv) That in the event that there are any changes to the provisional precept of the Fire or Police Authority, the Section 151 Officer is delegated authority to enact all relevant changes to the Revenue Budget 2020/21, Statutory Resolution and council tax levels.

### **Fees and Charges**

- (d) Resolve to increase the Council's fees and charges as outlined in Appendix E for 2020/21.

### **Statement on The Robustness Of Estimates & Reserves**

- (e) Note the statutory advice of the Chief Finance Officer outlined in Appendix G, the Section 25 statement. This is required to highlight the robustness of budget estimates and the adequacy of the Council's reserves.

### **School & Pupil Funding**

- (f) Ratify the Schools Forum proposals to transition to 85% of the National Funding Formula; set the Minimum Funding Guarantee at +0.5%; retain the maximum 5% early years funding centrally; transfer £0.250m from the Central Schools Service (CSSB) Block to the High Needs Block; and, the proposed use of the CSSB.

### **Use of Flexible Capital Receipts –**

- (g) Resolve to agree the Use of Flexible Capital Receipts Strategy outlined in Appendix J.

### **Pay Policy –**

- (h) Note the Pay Policy Statement agreed at the Employment & Appeals Committee on 23 January 2020 as detailed in Appendix K.

### **Local Taxation Issues**

- (i) Note that existing policies on court costs, empty property relief and public room booking have not changed and fees and charges for these areas are as at (d) above.

**103. Regeneration Update Centre of Slough (Square Mile)**

The Service Lead Major Infrastructure Projects introduced a report that sought approval to test a series of guiding principles for traffic reduction and commence work on some of the key infrastructure planning that would help to shape and inform the emerging Regeneration Framework to support future Town Centre development.

The Council's aim was to produce a Centre of Slough Regeneration Framework that established a vision for the redevelopment of the Square Mile in the centre of Slough that would inform the best allocation of uses between key regeneration sites and dovetail with an updated masterplan for the North West Quadrant. Both documents would be presented to Cabinet in the next year and would also show the integration of the proposed MRT route and car parking sites as per the emerging Car Parking Strategy.

The report proposed a series of high level guiding principles for traffic reduction, which would be an integral part of the Regeneration Framework. The propositions to be tested included bus lanes being introduced along the entire length of the A4, subject to further detailed modelling; junction upgrades along the A4 to accommodate bus priority; the removal of guard-rails along the A4, subject to risk assessments, to facilitate better access for pedestrians, cycling and public transport; a reduction in car parking ratios on commercial and residential developments in the Town Centre; and a new Multi-Storey Car Parking ("MSCP") Strategy to inform and support the regeneration framework and planning policy for the town centre.

Lead Members noted that to deliver the strategic objectives of the Regeneration Framework, it was critically important that the Transport Strategy, Car Parking Strategy and Car Parking Standards were considered in tandem at the appropriate time. As a consequence, work on these workstreams has been realigned.

The Cabinet agreed that it was important to complete the modelling and testing of the proposals to deliver the Council's approved Transport Vision and wider regeneration plans for the town centre. The recommendations were approved.

**Resolved –**

- (a) That the inter-dependency between the Centre of Slough Regeneration Framework and the emerging Transport Strategy and Car Parking Strategy be noted.
- (b) That the Car parking Strategy and Transport Strategy be scheduled for approval by Cabinet in Q3 2020/21.
- (c) That the Framework Masterplan should test the following propositions to reduce the impact of traffic on the highway network:

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- i. Subject to further detailed modelling, bus lanes be introduced along the entire length of the A4;
- ii. Junctions along the A4 are upgraded to accommodate bus priority.
- iii. Guard-rails along the A4 be removed, subject to risk assessments, to facilitate better access for pedestrians, cycling and public transport.
- iv. car parking ratios be reduced on commercial and residential developments in the Town Centre and around the borough to ensure the objectives of the Regeneration Framework and the Transport Strategy are met.
- v. A new Multi-Storey Car Parking (“MSCP”) Strategy be introduced to inform and support the regeneration framework and planning policy for the town centre.

### 104. References from Overview & Scrutiny

There were no references from the Overview & Scrutiny Committee or scrutiny panels.

### 105. Notification of Forthcoming Decisions

The Cabinet considered and endorsed the Notification of Decisions published on 3<sup>rd</sup> January 2020 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 February and April 2020 be endorsed.

Chair

(Note: The Meeting opened at 6.33 pm and closed at 7.48 pm)



**Cabinet – Extraordinary Meeting held on Thursday, 20th February, 2020.**

**Present:-** Councillors Swindlehurst (Chair), Akram (Vice-Chair, from 5.23pm), Anderson, Bains, Carter, Mann, Nazir and Pantelic

**Also present under Rule 30:-** Councillor Strutton

**PART 1**

**106. Declarations of Interest**

None.

**107. Exclusion of Press and Public**

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

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

**108. Bid - Land at Langley College Provision of 122 New Homes**

The Cabinet received an update on a bid submitted for land at Langley College which had the potential for 122 new homes and agreed to give delegated authority to proceed with the acquisition, subject to the provisions and terms set out in the report.

Chair

(Note: The Meeting opened at 5.13 pm and closed at 5.36 pm)

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16 March 2020

**CONTACT OFFICER:** Dean Tyler, Service Lead for Strategy & Performance

**(For all enquiries)** (01753) 87 5731

**WARD(S):** All

**PORTFOLIO:** Councillor Akram,  
Lead Member for Governance and Customer Services

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

**PERFORMANCE & PROJECTS REPORT: QUARTER 3 2019/20****1 Purpose of Report**

To provide Cabinet with the latest performance information for the 2019/20 financial year as measured by:

- The corporate balanced scorecard indicators during 2019/20.
- An update on the progress of the 23 projects on the portfolio, which are graded according to project magnitude as gold (10), silver (6) or bronze (7).
- An update on the progress of the current manifesto commitments.

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

Cabinet is requested to note 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.

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

The report supports the Slough Joint Wellbeing Strategy by detailing how the Council has performed against its priority outcomes as follows:

- Protecting vulnerable children
- Increasing life expectancy by focussing on inequalities
- Improving mental health and wellbeing
- Housing

## (b) Five Year Plan Outcomes

The report supports each of the Five Year Plan outcomes by detailing how the Council has performed against its priority outcomes, as evidenced in the performance balanced scorecard and gold projects reporting. The outcomes are:

- 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

There are no financial implications.

### (b) Risk Management

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	N/A	N/A
Equalities Issues	N/A	N/A
Community Support	N/A	N/A
Communications	N/A	N/A
Community Safety	N/A	N/A
Financial	N/A	N/A
Timetable for delivery	N/A	N/A
Project Capacity	N/A	N/A
Other	N/A	N/A

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

There are no Human Rights Act or other legal implications.

### (d) Equalities Impact Assessment

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

## 5 Supporting Information

5.1. This is the quarter 3 report to Cabinet reporting on the 2019/20 financial year in respect of the performance position of the Council.

5.2. Please refer to the attached corporate performance report (Appendix A) which summarises progress against the Council's priorities in quarter 3 of the financial year 2019/20.

## 6 **Comments of Other Committees**

None. The report will also be reviewed by Overview and Scrutiny Committee on 16 April 2020.

## 7 **Conclusion**

### **Corporate Balanced Scorecard**

7.1. 58% (11) of the 19 key performance indicators (KPIs) with agreed targets are performing either at or better than target. 11% (2) indicators are performing marginally worse than target but above the red KPI threshold, although only one of these has new data available since the last report (percentage of household waste sent for reuse, recycling or composting, which has marginally improved since the Q2 report). 32% (6) indicators are performing below the red KPI threshold.

7.2. In relation to overall trend, performance has improved for 55% (12) of the 22 KPIs, remained the same for 9% (2) and declined for 36% (8).

7.3. Key improvements this quarter:

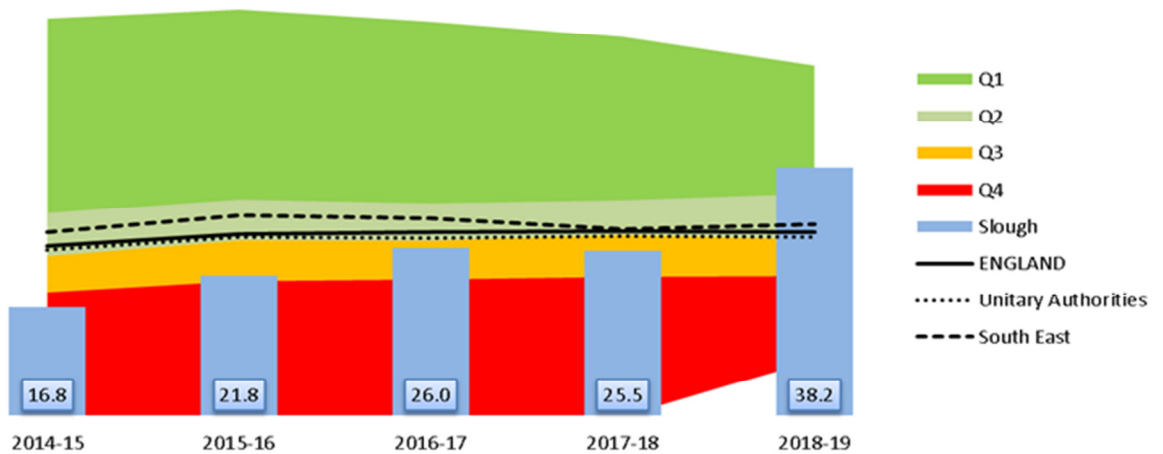
- All five of the Five Year Plan Outcome 1 (Slough children will grow up to be happy, healthy and successful) KPIs are now green. The attainment gap between disadvantaged children and all others at Key Stage 4 reducing from 34.7% in 2017/18 to 23.6% in 2018/19.
- Further to the above, the percentage of Child Protection Plans (CPPs) started in the past quarter that were repeat plans within 2 years reduced to 0% for the second quarter of the year (the last being in Q1).
- Level of street cleanliness improved from B- (1.84) to B (2.00), taking performance in line with target, which due to measures put in place (including increased frequency of visits), is expected to remain the case in Q4.
- The number of licenced mandatory Houses in Multiple Occupation (HMOs) has met the year end of target of 148 three months early as a result of the increased profile of the property licensing requirements and recent enforcement activity.

7.4. Key area of concerns this quarter:

- All three of the Five Year Plan Outcome 2 (our people will be healthier and manage their own care needs) KPIs are now red. It should be noted that one of the indicators (percentage of residents inactive) has not changed as it is an annual indicator (with the next update expected in Q4).
  - The number of adults managing their care and support via a direct payment increased from 570 in Q2 to 584 in Q3, but remains below the 676 year to date target. This is as a result of an increase in the number of people ceasing to require a direct payment, as well as a small reduction in the number of carers accessing direct payments. Training is being undertaken to ensure all promotion opportunities are maximised.

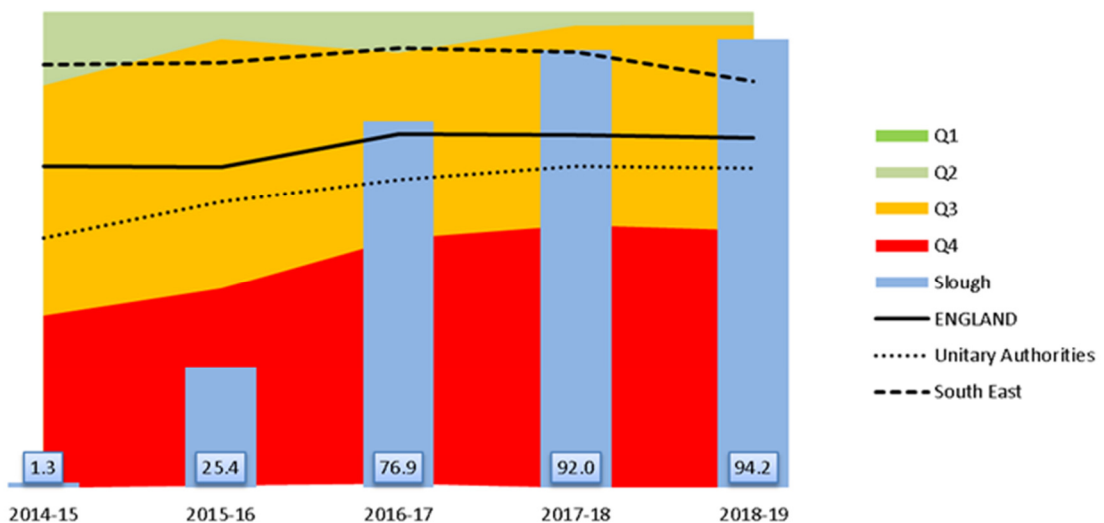
It should be noted that year on year the proportion of people using services who receive a direct payment has been increasing (with the only exception being a 0.5% reduction from 2016-17 to 2017-18). As can be seen in the chart below this steady increase has seen the council's performance move from the bottom quartile in 2014-15 to the top quartile in 2018-19, significantly above the South East and England median performance (29.8% and 28.3% respectively).

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



Similarly, the year on year proportion of carers who receive a direct payment has been increasing since 2014-15, with an increase from 1.3% to 94.2% in 2018-19 (representing a move from the bottom quartile to the top end of the third quartile). As shown in the chart below, this is again significantly above the South East and England median performance (80.2% and 73.4% respectively).

1C(2B): The proportion of carers who receive direct payments



- The uptake of targeted NHS health checks has reduced from 1.7 in Q1 to 1.4 in Q2, so work with providers to meet the target is continuing, whilst also trying to reach out to high risk residents.

- Total crime rates per 1,000 population has increased from 26.8 in Q1 to 28.1 in Q2. The Most Similar Group (MSG) and national averages also increased, but to a lesser extent (0.9 and 0.8 respectively). The council is working with partners on a number of initiatives, including the Slough Violence Taskforce, Choices programme and Browns Provision (which to date is estimated to have saved the public sector £400,000).
- Two of the Five Year Plan Outcome 4 (our residents will live in good quality homes) indicators have remained red for the third successive quarter:
  - The number of homeless households in temporary accommodation has improved for the second successive quarter (with a reduction of 18 from Q2 to Q3), but remains above the 365 year to date target. Work is being done to reduce the demand on the service and prevent households becoming homeless, including personal housing plans and attempts to source private landlords to house homeless households.
  - The number of empty properties brought back into use remains at 7 year to date, compared to a target of 21. This is as a result of a protracted pipeline and delays in obtaining Council Tax data, so it is anticipated that 18 properties will now be brought back into use by the end of Q4 (compared to the original year end target of 28).

## **Project Portfolio**

7.5. Progress continues on all major schemes and projects. Across all 23 projects on the portfolio 48% (11 projects) were rated overall as green (on target), 43% (10 projects) were rated overall as amber and 9% (2 projects) were rated overall as red. The projects rated as red were Capita One Hosting – Education Modules and the Cemetery Extension.

7.6. Nine projects completed in quarter 3:

- Homelessness Reduction
- Localities
- DSO Commercialisation
- One Council Approach to Community Engagement / Development
- Crematorium Refurbishment
- Server Migration
- Telephony
- Slough Major Transport Schemes
- Adults Social Care Programme

7.7. Key achievements this quarter:

- Arvato Exit – successful transition of staff on 1 November 2019.
- Slough Academy – the learning management system for staff went live on 2 December 2019.
- HQ and Cornwall House Relocation – 3<sup>rd</sup> floor occupation took place on programme and with minimal interruption to staff activities.

- Central Hotels Project – the hotel scheme is 9 ½ weeks ahead of schedule and the residential scheme is approximately 12 weeks ahead of schedule.
- Slough Urban Renewal – the Stoke Wharf scheme won the Project Vision award at the TVPropFest awards in September and SUR featured in the SPACES 2019 yearbook published in October.
- Local Plan – the Ministry of Housing Communities and Local Government have confirmed the latest local plan production timetable is acceptable.

7.8. The portfolio is regularly reviewed to ensure that the projects deliver strategic objectives, including the Five Year Plan, Manifesto and Service Plans.

7.9. The council's Programme Management Office (PMO) routinely carries out 'End Project', 'Lessons Learned' and 'Benefits' reviews for key projects. This learning has been helpful to project managers implementing projects of a similar nature.

### **Manifesto Commitments**

7.10. There are 43 Manifesto pledges across the key areas.

7.11. At the end of quarter 3, 63% (27 pledges) were rated overall as green (achieving or on schedule) and 9% (4 pledges) were rated overall as amber (signifying as working towards).

7.12. 28% (12) Manifesto pledges were reported as delivered, including ten in Q3:

- **We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement**  
Free electric bus pilot for the Colnbrook and Langley areas started on 4<sup>th</sup> November. Bus lane enforcement is underway.
- **We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes**  
Potholes, defects picked up daily via inspections and complaints, works orders raised. Resurfacing scheme completed, currently working on the reserve list to be delivered by end of March 2020.
- **We will work with partners to expand our popular free 'community work outs' to more locations across Slough**  
This is still an offer and more instructors are being trained to facilitate sessions, through the Great Outdoor Gym Company, Everyone Active and community activators.
- **We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees**  
Funding for tree replacements outside of the Urban Tree Challenge initiative has been confirmed and new planting will take place before end of March 2020.



- **We will introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents**

Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues. A cloud based App has been developed to report fly-tipping, street cleaning standards and grounds maintenance issues. It will be launched on our new website.
- **We will begin work on a major environmental urban wetland project in Salt Hill Park**

Salt Hill stream works planning consent gained and contract for works awarded. Works planned to be completed by March 2020. Official Open Day 12th March 2020.
- **We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects**

Allotment complete and plots ready to let. Capital Improvement works to allotments completed.
- **We will work with our residents, service users and partners to set up a network to jointly design future health and social care services**

The Network is becoming well established and has been involved in a number of initiatives. These include:

  - Working with Healthwatch to co-design a new framework for entry and viewing visits to Slough care homes.
  - Developing a new floating support service and selecting a new provider.
  - Providing feedback on the draft Housing Strategy.
  - Successfully bidding to use the Open Doors shop for a monthly community forum.
  - Attending a number of forums and partnership boards.
  - The co-production network will be involved in a number of key commissioning projects over the coming months.
- **We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services**

We have seen a significant increase in LGBT+ ceremonies this year. The trend continues upwards since last reporting in this respect. We have done 11 LGBT ceremonies this calendar year, with 8 this financial year (civil Partnerships and Weddings).

We make sure that anyone marrying or celebrating their civil partnership has a welcoming and special experience. We are very inclusive and celebrate all our citizens using our noteworthy services. We include LGBT weddings and celebratory services photos on our Facebook page.

The new Group Manager joined the service in November 2019 and is looking at business and marketing strategies across her service areas including licensing new venues, civil and partnership ceremonies etc).

- **We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25**

Offer has been designed and approved. Implementation of offer is now being undertaken.

## 8 **Appendices Attached**

- 'A' - Corporate Performance Report, December 2019
- 'B' - Manifesto Commitments, December 2019

## 9 **Background Papers**

Please email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Project Highlight reports for this reporting period.

**Slough Borough Council**

# **Appendix A:**

# **Corporate Performance Report**

**2019/20 – Quarter 3**

**(October to December 2019)**

**Strategy and Performance**

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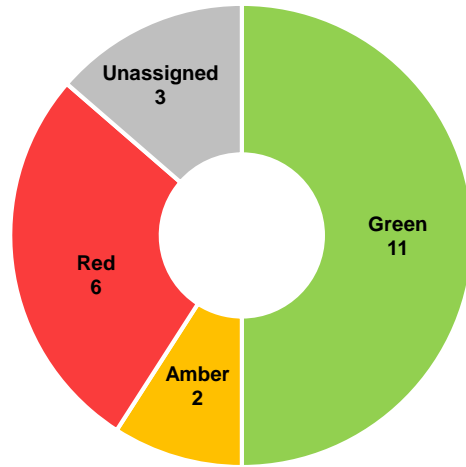
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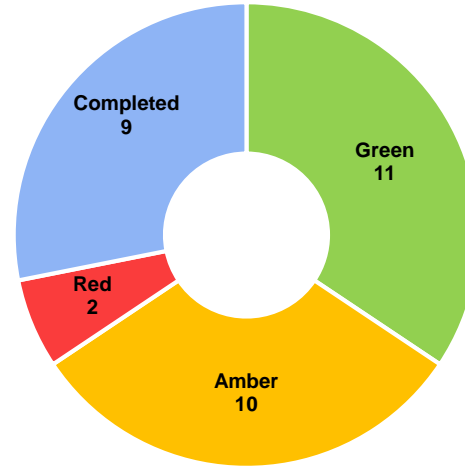
# 2019/20 Quarter 3: Executive Summary

## Performance against target (RAG)

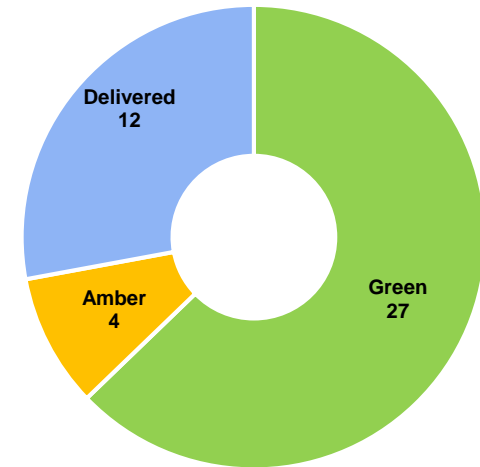
Key Performance Indicators



Project Portfolio: Overall Status



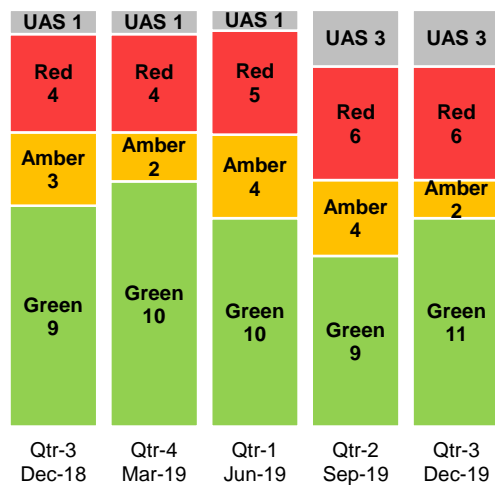
Manifesto Pledges: Overall Status



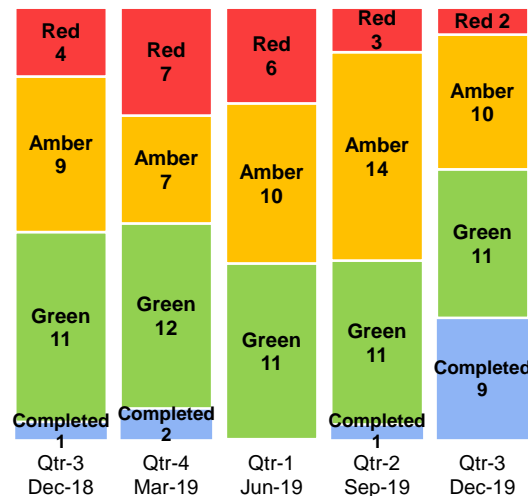
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## Comparison with previous quarter

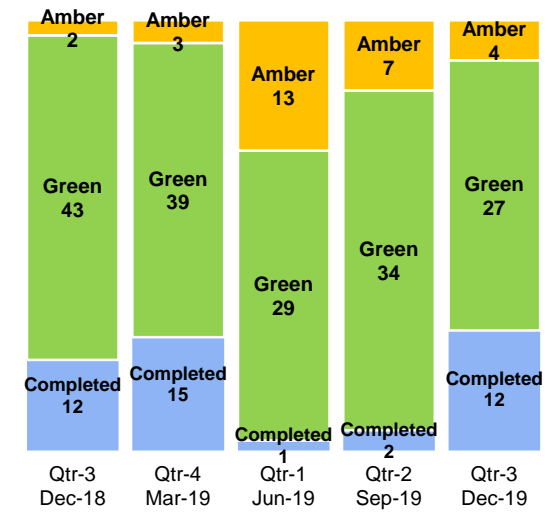
Key Performance Indicators



Project Portfolio: Overall Status



Manifesto Pledges: Overall Status



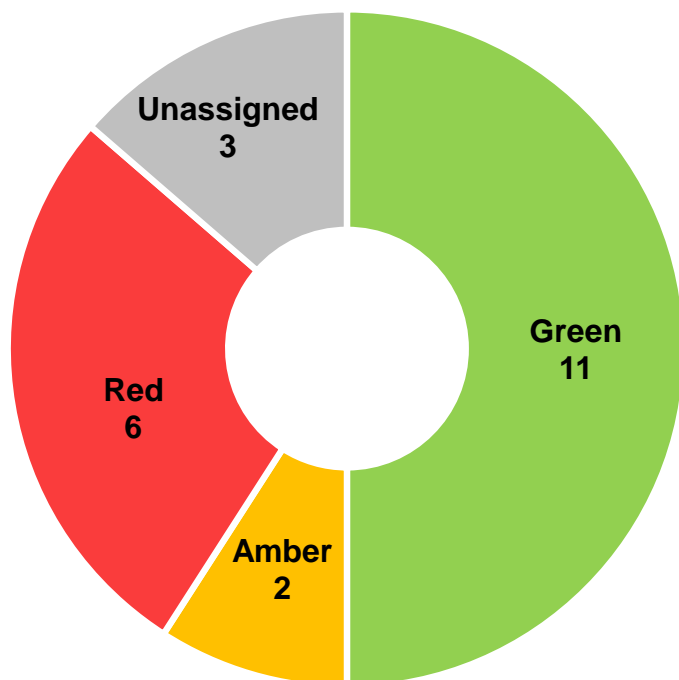
## Performance Scorecard

Outcome	Performance Measure	Previous Performance	Direction	Current Performance	Target
Outcome 1 Slough children will grow up to be happy, healthy and successful	Percentage of Child Protection Plans started in year that were repeat plans within 2 years	G 6.7% (4)	↑	G 0.0% (0)	<10%
	Attainment gap between all children and bottom 20% at Early Years	G 31.0%	↑	G 30.1%	<32.4%
	Attainment gap between disadvantaged children and all others at Key Stage 2	G 16%	↔	G 16%	<20%
	Attainment gap between disadvantaged children and all others at Key Stage 4	R 34.7%	↑	G 23.6%	<24.7%
	Percentage of young people not in education, training or employment	G 3.2%	↓	G 4.0%	<=4%
Outcome 2 Our people will be healthier and manage their own care needs	Number of adults receiving a Direct Payment	R 570	↑	R 584	>=676
	Uptake of targeted NHS health checks	A 1.7%	↓	R 1.4%	>1.9%
	Percentage of residents inactive	A 34.8%	↓	R 35.9%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	A B- (1.84)	↑	G B (2.00)	>=B
	Total crime rate per 1,000 population	R 26.8	↓	R 28.1	<26.6
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R 429	↑	R 411	<=365
	Number of permanent dwellings completed during the year	G 846	↓	A 534	>=550
	Number of mandatory licensed HMOs	G 133	↑	G 148	>=134
	Number of empty properties brought back into use	R 7	↓	R 7	>=14
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	- 58.4% (£63.6m)	↑	- 83.0% (£90.5m)	N/a
	Access to employment: unemployment rate	tba 2.6%	↓	tba 2.8%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 7 mins 33s	↓	G 7 mins 49s	<10mins
Corporate health	Council tax in year collection rate	- 57.5% (£39.9m)	↑	- 84.2% (£58.4m)	N/a
	Percentage of household waste sent for reuse, recycling or composting	A 25.7%	↑	A 26.1%	>=30%
	Percentage of municipal waste sent to landfill	G 0.0%	↔	G 0.0%	<=2%
	SBC staff survey: percentage of staff proud to work for the council	- 70%	↑	G 72%	>=72%
	SBC staff survey: percentage of staff rate working for the council as either good or excellent	- 68%	↑	G 70%	>=70%

## Corporate Balanced Scorecard

The latest position of the Council's key performance indicators at the end of quarter 3 was as follows:

### Key Performance Indicators



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Quarter 3 updates are not yet available for the following measures, with the latest available figures from quarter 2:

- Uptake of targeted health checks
- Total crime rates per 1,000 population
- Percentage of household waste sent for reuse, recycling or composting
- Percentage of municipal waste sent to landfill.

Of the 22 indicators reported, the following 3 indicators currently have no agreed target value assigned:

- **Business rate in year collection rate**  
There will be no target set for 2019/20 due to the Arvato exit.
- **Council tax in year collection rate**  
There will be no target set for 2019/20 due to the Arvato exit.
- **Access to employment: unemployment rate**  
The Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Strategic Insight Team will continue to monitor the metric development in this area.

For the remaining 19 indicators with agreed target levels, 58% (11 indicators) were rated overall as **Green**, 11% (2 indicators) were rated as **Amber** and 32% (6 indicators) were rated as **Red**.

Overall, performance improved for 12 indicators, remained the same for 2 indicators and declined for 8 indicators.

Key areas of performance improvement are:

- **Percentage of Child Protection Plans (CPPs) started in the past year that were repeat plans within 2 years**

*The RAG status has remained **Green***

For the second quarter in the year there were no children that became subject to a CPP for the second or subsequent time within 2 years, which is well below the 10% target.

- **The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & mathematics**

*The RAG status has improved from **Red** to **Green***

The gap reduced by 11.1%, largely due to the improved performance of disadvantaged children, which increased by 7.8% from 2017/18 (up from 31% to 38%). This is significantly above the national average of 24%.

- **Level of street cleanliness:  
Average score for graded inspections of Gateway sites**

*The RAG status has improved from **Amber** to **Green***

Performance has improved due to a focus on supervisors and staff being allocated to prioritise strategic routes, in addition to increasing the frequency of visits as required. Training is being arranged for a new crash cushion vehicle which will help to improve performance on high speed routes. Performance is expected to remain at or above target for the rest of the year.

- **Number of licenced mandatory Houses in Multiple Occupation (HMOs)**

*The RAG status has remained **Green***

The year end target of 148 has already been met, which is likely a result of the increased profile of the property licensing requirements and recent enforcement activity.

Key areas of noteworthy concerns flagged as **Red** status are:

- **Number of adults managing their care and support via a direct payment**

*The RAG status has remained **Red***

Whilst performance from Q2 to Q3 has improved (570 and 584 respectively), this is still below the 676 year to date target. This is as a result of an increase in the number of people ceasing to require a direct payment and a small reduction in the number of carers accessing direct payments.

Several steps have been taken to make direct payments easier to manage and use, including pre-payment card, managed direct debit payment accounts and bringing the recruitment of Personal Assistants and employment support in-house.

A series of training sessions for operational staff have been held, the use of direct payments and Personal Assistants have been promoted in an article in the Slough Citizen and the information pack for service users has been refreshed.

A workshop will be held with staff in Q4 to ensure that all opportunities to promote direct payments are being utilised.

- **Uptake of targeted health checks; percentage of the eligible population aged 40-74 who received a NHS Health Check**

*The RAG status has dropped from **Amber** to **Red***

Performance decreased from Q1 (1.7) to Q2 (1.4). Intense work around the NHS Health Checks last quarter has highlighted some issues around data capture and reporting. Mitigating actions to combat this have already started, including linking with the commissioning team and national team around data accuracy. This has resulted in an increase from 1.6 to 1.7 in relation to the Q1 figure that was previously reported.

Work with our providers continues to try and achieve the target number of Health Checks, whilst also trying to reach out to higher risk residents, which is being informed by the findings of the Health Belief research.



- **Total crime rates per 1,000 population**

*The RAG status has remained **Red***

There was a 1.3 increase from 26.8 in Q1 to 28.1 in Q2. Whilst the Most Similar Group (MSG) and national averages also increased, this was to a lesser extent (0.9 and 0.8 respectively) and Slough's crime rate remains higher than these comparators.

Key initiatives to aid in tackling the crime rate include:

- In partnership with Ealing and Harrow, the council has secured funds for a complex needs worker located within Housing to support victims of domestic violence.
- The Slough Violence Taskforce has received funding from central government to support workstreams and deliverables at a local level. This includes the expansion of CCTV coverage across Salt Hill Park and a campaign providing a counter narrative for young people regarding knife carrying.
- The Choices programme, which supports young people to understand the process of making 'good' choices, equipping them to better manage a range of issues. Over 1,000 sessions of the primary phase have been delivered to 3,280 year 5 and 6 pupils in Slough. The year 7 element of the secondary phase will be piloted this academic year.
- The Slough Safer Partnership has continued to fund the specialist Browns Provision, providing intensive support to people suffering with multiple disadvantages. There have been a range of positive results for those engaged with the service, including maintaining accommodation and full-time employment. It is estimated that to date the project has saved the public sector £400,000.

- **Number of homeless households accommodated by SBC in temporary accommodation**

*The RAG status remained **Red***

There has been a steady reduction in the number of households for the past two quarters and a reduction of 18

households from Q2 to Q3; however the figure remains above the in-year target of 365 households.

Approaches under the Homeless Reduction Act by households that meet the criteria for acceptance has been higher than anticipated, despite a decrease from 53% acceptances in Q2 to 48% in Q3.

The team is working to prevent more cases which will help to reduce the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are produced alongside households to ensure the challenges to homeless decisions decline. Affordable housing supply is low, but the social lettings team continue to try and source private landlords to house homeless households.

- **Number of empty properties brought back into use**

*The RAG status remained **Red***

The number of empty properties brought back into use remains at 7 year to date. This is as a result of a protracted pipeline, with many of the properties that were anticipated to be completed still in progress or yet to be occupied. Where progress is being by owners but is still slow, we continue to apply pressure through the threat of enforcement action.

In the case of 3 properties that have been successfully purchased via Compulsory Purchase Orders, the properties have been passed to developers, but progress has been slow.

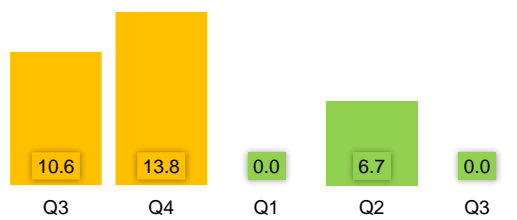
Delays in accessing council tax data have prohibited proactive publicity of the Empty Property Grant. Despite some interest in the grants, no applications have been received.

Data relating to empty properties has now been obtained with the aim to write to property owners, which it is anticipated increase the number of enquiries about the empty property grants in Q4. The protracted pipeline and delays in obtaining the data means that it is highly unlikely that the year end target of 28 will be achieved, with 18 properties now anticipated to be brought back into use by the end of Q4.

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

1. Percentage of child protection plans started in the past quarter that were repeat plans within 2 years

0.0 ↑



Number of children

Quarter	Number of children
Q3	9
Q4	11
Q1	0
Q2	4
Q3	0

Target RAG Rating	Percentage Range	Rating
GREEN	Below 10%	GREEN
AMBER	Between 10% and 15%	AMBER
RED	Above 15%	RED

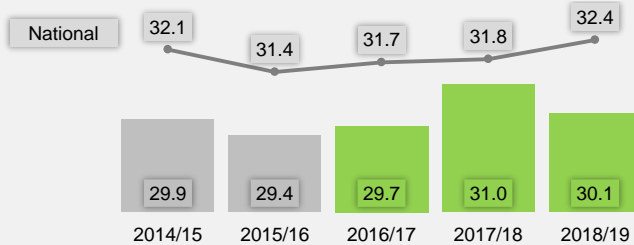
There were 93 children that became subject to a Child Protection Plan (CPP) in the quarter. This relates to 42 families.

There were no children that became subject to a CPP for the second or subsequent time within 2 years. There were 8 (8.6%) children that became subject to a CPP for the second or subsequent time regardless of how long ago that was. This relates to 4 families.

All decisions in relation to children's protection are appropriate. Looking year to date (April - December) 4 children out of 193 (2%) have become subject to a CPP for the second or subsequent time within two years. When compared with Local Authorities within the South East (9%) including statistical neighbours (7%) Slough is not an outlier.

2. The percentage attainment gap between all children and bottom 20% at early years foundation stage

30.1 ↑



Quartile

Year	Quartile
2014/15	2nd
2015/16	2nd
2016/17	2nd
2017/18	2nd
2018/19	2nd

Target RAG Rating	Performance Description	Rating
GREEN	Lower than the national gap	GREEN
AMBER	Higher than national gap but not ranked in the bottom 3rd of LA's	AMBER
RED	Ranked in the bottom 3rd of LA's	RED

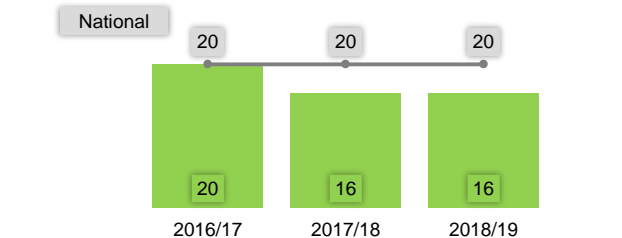
Measured once a year, derived from teacher assessments.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

The next annual update is due at the end of quarter 3 in 2020/21.

3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths

16 ↔



Quartile

Year	Quartile
2016/17	2nd
2017/18	1st
2018/19	1st

Target RAG Rating	Performance Description	Rating
GREEN	Lower than the national gap	GREEN
AMBER	Higher than national gap but not ranked in bottom 3rd of LAs	AMBER
RED	Ranked in bottom 3rd of LAs	RED

Measured once a year, derived from end of year exams.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

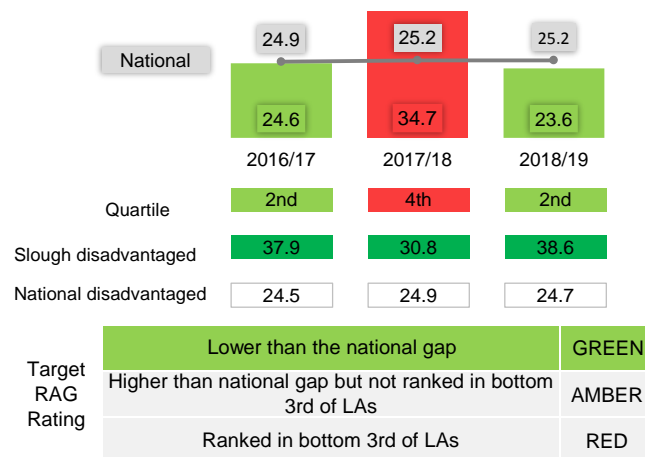
Performance in 2018/19 continues to be high and 4% better than the national average.

The percentage of both disadvantaged and non-disadvantaged children achieving the expected standard in reading, writing and maths was the same in 2018/19 as it was in 2017/18 (57% and 73% respectively). Both of these achievement scores are higher than the national average of 51% for disadvantaged children and 71% for non-disadvantaged children.

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

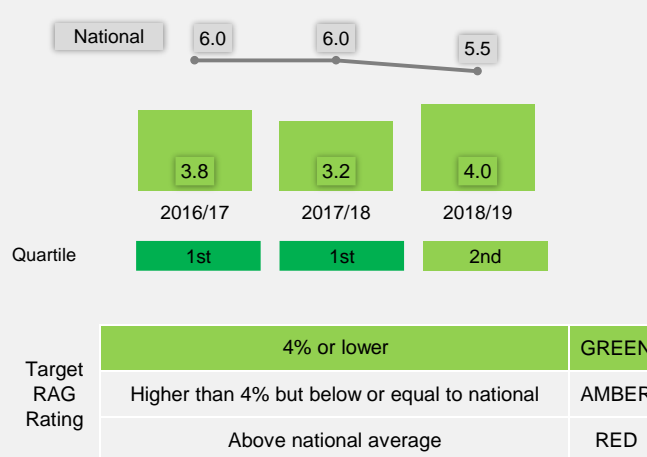
4. The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths

23.6 ↑



5. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)

4.0 ↓



Measured once a year, derived from end of year exams.

Good performance for this indicator is defined as the gap narrowing between the most and least successful pupils alongside a steady increase in the results obtained.

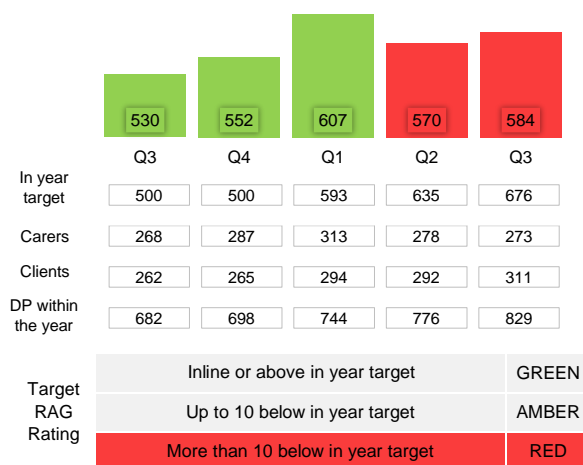
The gap reduced by 11.1%, largely due to the improved performance of disadvantaged children, which increased by 7.8% (up from 31% in 2017/18 to 38% in 2019/20). This is significantly above the national average of 24%.

Measured once a year, involving local establishment of school leaver destinations. The next annual update is due at the end of quarter 3 in 2020/21.

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

1. Number of adults managing their care and support via a direct payment

584 ↑



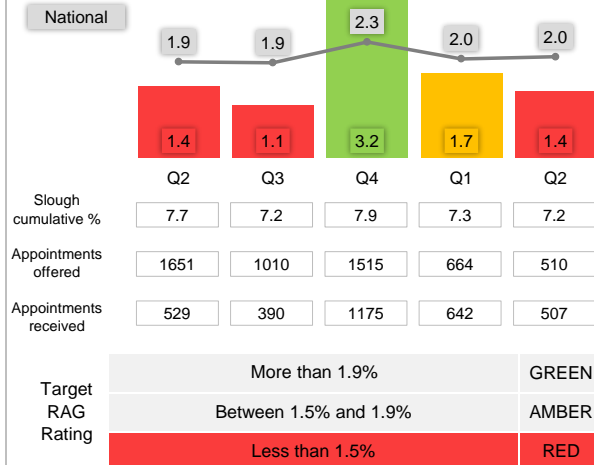
Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

We have taken several steps to make direct payments easier to manage and use including pre-payment cards, managed direct payment accounts and bringing the recruitment of Personal Assistants and employment support in-house. In Q3 we have also facilitated a series of refresher training and lunch and learn sessions for operational staff, promoted the use of direct payments and Personal Assistants in an article in the Slough Citizen and refreshed our information pack for service users.

We have seen the total number of direct payments processed throughout the year continuing to increase, alongside the number of clients receiving a direct payment at any one time (which has increased from 294 in April to 311 in December). Despite these increases we are not on track to meet the target set. The reasons for this include an increase in the number of people ceasing to require a direct payment and a reduction in the number of carers accessing direct payments. We will be holding a workshop in Q4 between operational staff and direct payment staff to ensure that we are maximising all opportunities to promote direct payments.

2. Uptake of targeted health checks  
The percentage of the eligible population aged 40-74 who received a NHS Health Check

1.4 ↓



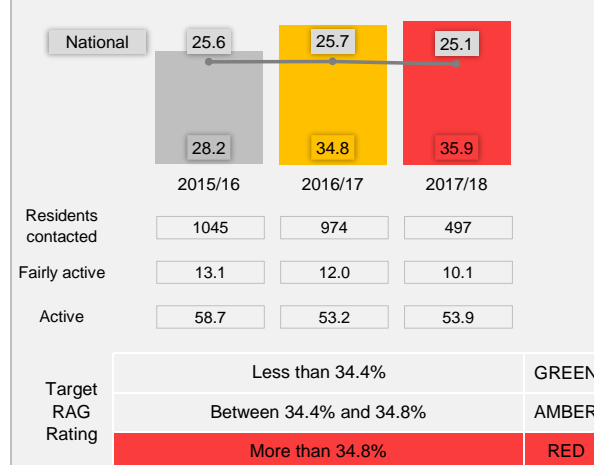
The national aspiration is to offer an NHS Health Check once every five years to all eligible people age 40-74. This aspiration is translated into targets – to offer 20% of the eligible population a health check every year, and at least 50% of those offered to actually receive a check (with an expectation that 66% take up is achieved). In Slough NHS Health Checks are being offered through the GP practices and also opportunistically in the community.

Intense work around NHS Health Checks last quarter has highlighted some issues around data capturing at two sources (i.e. GPs and Solutions4Health) and reporting. The data from Solutions4Health was not reported which resulted in the drop in numbers for Q2. We have already started adopting mitigating actions such as linking with the commissioning team and national team around data accuracy. This has resulted an increase from 1.6 to 1.7 in relation to the Q1 figure previously reported.

We continue to work with our providers to achieve the target number of NHS Health Checks, whilst also working to reach out to higher risk residents, which is being informed by the findings from the Health Belief research.

3. 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

35.9 ↓



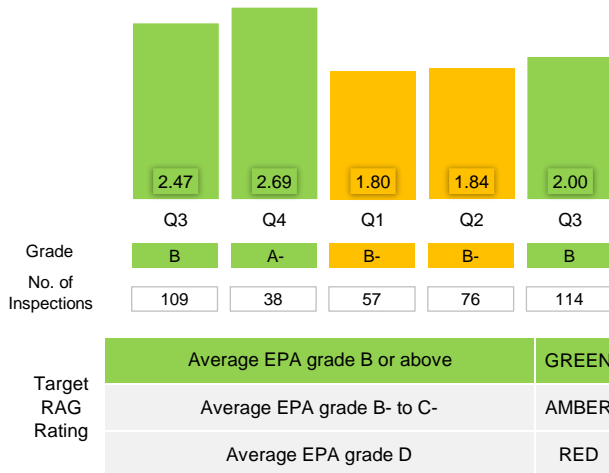
This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England.

The next annual update is due at the end of quarter 4 in 2019/20.

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

1. Level of street cleanliness:  
Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)

2.00 (B) ↑



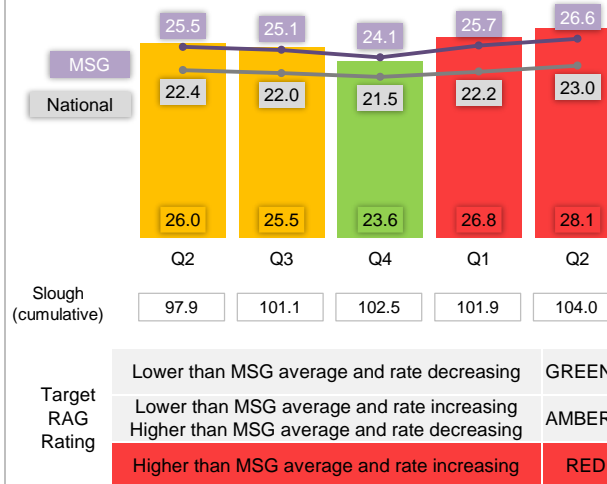
Throughout each quarter, SBC officers conduct inspections of nineteen Gateway sites, awarding a score and EPA Grade based on the level of cleanliness encountered. This measure averages the scores of all inspections and produces an Environmental Protection Agency grade for that mean average.

Performance levels have increased due to a focus on supervisors and staff being allocated to prioritise strategic routes and increase the frequency of visits as required. Training is being arranged for a new crash cushion vehicle which will help to improve performance on high speed routes.

Performance is expected to remain at or above target moving forwards.

2. Total crime rates per 1,000 population: (quarterly)

28.1 ↓



The crime rate is based on reported crime to the police, and while we monitor this, we are not in control of it and can only influence partners such as the police and other enforcement agencies.

The council, working with Ealing and Harrow, has secured funds for a complex needs worker located within Housing to support victims of domestic violence. They will support victims and their children to access safe accommodation and prevent repeat victimisation.

The Slough Violence Taskforce has received funding from central government to support workstreams and deliverables at a local level. This includes the expansion of CCTV coverage across Salt Hill Park and a local campaign providing a counter narrative for young people in relation to knife carrying.

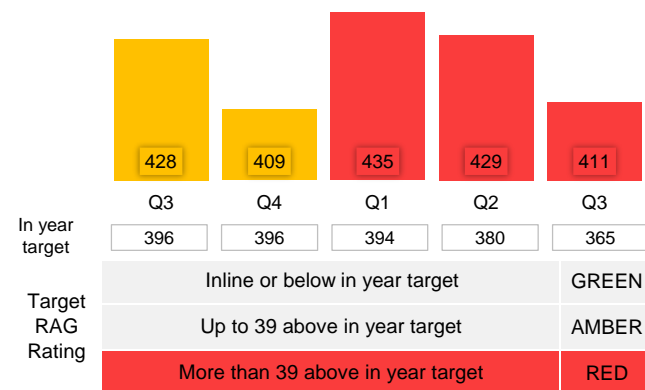
The Choices programme supports young people in understanding the process of making 'good' choices, moving beyond symptoms to tackling causes and equipping young people to better manage a range of issues. Over 1,000 sessions of the primary phase of the programme have been delivered to pupils in Slough, with 3,280 year 5 and 6 students participating. The year 7 element of the secondary phase has been co-designed with local schools and key stakeholders. This phase will be piloted during this academic year.

The Slough Safer Partnership have continued to fund the specialist Browns Provision, providing intensive practical and emotional support to people who are suffering with multiple disadvantages. A range of positive outcomes for those engaged with the service have been achieved, including maintaining accommodation and full-time employment. Since the start of the service in Slough, it is estimated that the project has saved the public sector £400,000.

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

1. Number of homeless households accommodated by SBC in temporary accommodation

411 ↑



Measure is a count of homeless households in temporary accommodation (TA) on final day of each quarter. By March 2020 our aim is to have less than 350 households in temporary accommodation.

There has been a steady reduction in the number of households for the past two quarters and a reduction of 18 from Q2 to Q3, however the figure remains above the in-year target of 365.

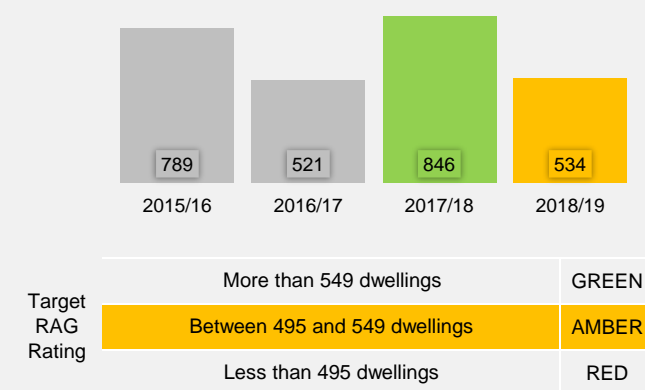
The number of households in temporary accommodation is dependent on the number of homeless approaches, number of households that are placed under the new Homelessness Reduction Act 'Relief' duty, the time it takes for a homeless decision to be made, the number of cases that are 'Agreed' the full housing duty, the number of challenges to negative homeless decisions and the number of permanent offers of rehousing that are made.

Approaches under the Homeless Reduction Act by households that meet the criteria for acceptance has been higher than anticipated, despite a decrease from 53% acceptances in Q2 to 48% in Q3.

The team is working to prevent more cases which will aid in reducing the number of 'agreed' cases and help households avoid becoming homeless. Personal housing plans are thorough and are produced alongside households to ensure the challenges to homeless decisions decline. Although affordable housing supply is low, the social lettings team continue to try and source new private landlords to house homeless households into permanent accommodation.

2. Number of permanent dwellings completed in the borough during the year

534 ↓

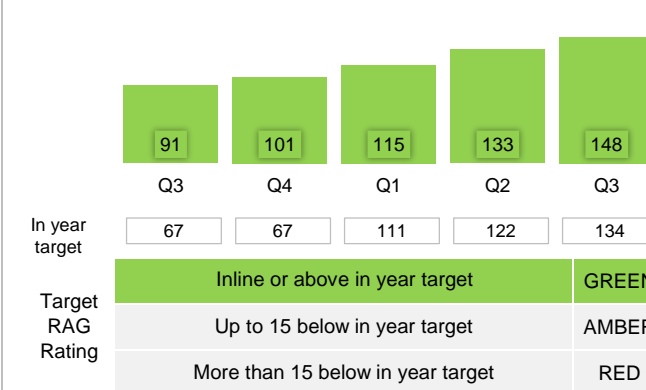


Measure is a net count of all new dwellings added to Slough's housing stock each year. Target is an annual average per year.

The next annual update is due at the end of quarter 1 in 2020/21.

3. Number of licenced mandatory Houses in Multiple Occupation (HMOs)

148 ↑



The year end target for the number of mandatory licensed HMOs (148) has already been met. This is likely a result of the increased profile of the property licensing requirements and recent enforcement activity.

It is still believed that the number of mandatory licensable properties is far greater than the 148 figure and the number of applications is increasing. Subsequently, two existing vacancies in the Housing Regulation Team will be filled in the next couple of months, which will assist with the enforcement of the schemes and processing of applications.

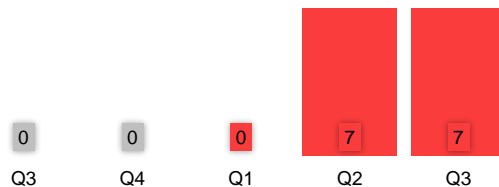
Approval has also been given to request to a further post, as well as creating a further Processing Officer and additional Housing Regulation Officer. These additional resources should significantly increase the capacity of the team to undertake activities that will ensure greater compliance with licensing requirements.

It should be noted that aside from the mandatory schemes, the Housing Regulation Team has received over 2,000 selective and additional licensing applications, which for selective licensing equates to a 56% application rate. This is very positive considering that the schemes have been in place for less than 12 months and confirms that our enforcement activities must focus on HMOs.

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

4. Number of empty properties brought back into use

7 ↓



In year target: -   -   7   14   21

Target Rating	Inline or below in year target	GREEN
	Up to 3 below in year target	AMBER
	More than 3 below in year target	RED

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The number of empty properties brought back into use remains at 7 year to date, with no further properties being added in Q3. This is as a result of a protracted pipeline, with many of the properties that were anticipated to be completed still in progress or yet to be occupied.

Where progress is being made by owners but is still slow, we continue to apply pressure through the threat of enforcement action.

In the case of three properties that the council has successfully purchased via Compulsory Purchase Orders and the properties have been passed to developers, progress has been slow.

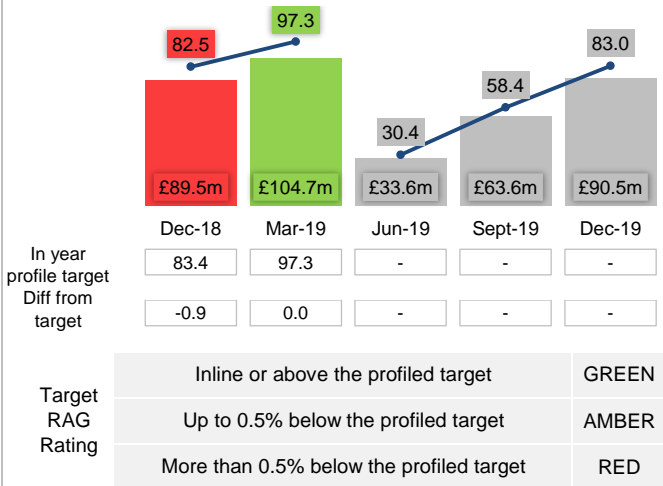
Delays in accessing council tax data have prohibited the proactive publicity of the Empty Property Grant. There has been some interest in the grants; however the interest hasn't developed into any applications.

The Housing Regulation Team has now been able to obtain some data relating to empty properties and aims to begin writing to property owners, which it is anticipated will result in the number of enquiries about the Empty Property Grant increasing in Q4. However, the delays in obtaining this data and the protracted pipeline means that it is highly unlikely that the year end target of 28 will be achieved, with 18 properties now anticipated to be brought back into use by the end of Q4.

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

1. Business rate income  
Business rate in year collection  
(amount & percentage rate accrued)

£90.5m  
83.0% ↑



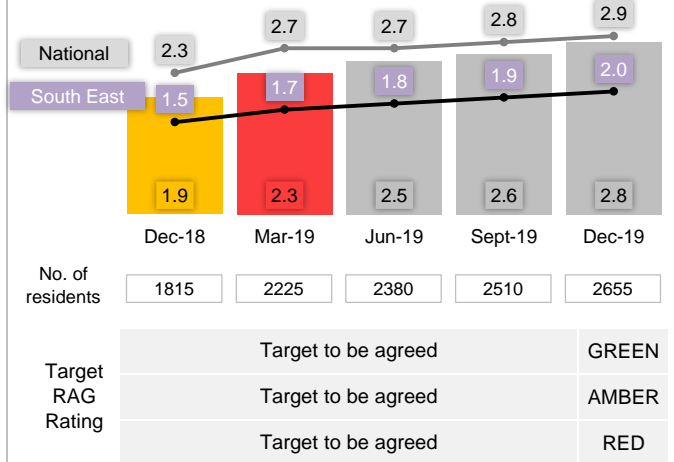
Business rates are collected throughout the year; hence this is a cumulative measure.  
By the end of the third quarter we achieved a collection rate of 83% of the expected in-year total, collecting £90.5m. This is an increase of £1m from the previous year.

There will be no target set for 2019/20 due to the Arvato exit.

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2. Access to employment  
Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal Credit

2.8 ↓



Slough's claimant rate for December 2019 of 2.8% comprises of 2,655 people.

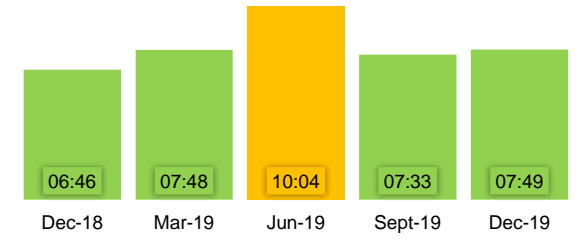
The local unemployment rate remains better than the national figure (although this gap has closed to just 0.1%) and lags behind the South East of England.

Since May 2018, all Berkshire Job Centres have been providing Universal Credit Full Service. The design of Universal Credit means that additional people will be counted in Claimant Count data and therefore these figures are likely to rise (irrespective of the performance of the local economy).

The changes mean the Claimant Count has become a less reliable indicator of changes in labour market performance at both the local and national level. The Strategic Insight Team will to continue to monitor the metric development in this area.

3. Journey times  
Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)

7m 49s ↓



Target RAG Rating	Under 10 mins	GREEN
	Between 10-13 mins	AMBER
	Over 13 mins	RED

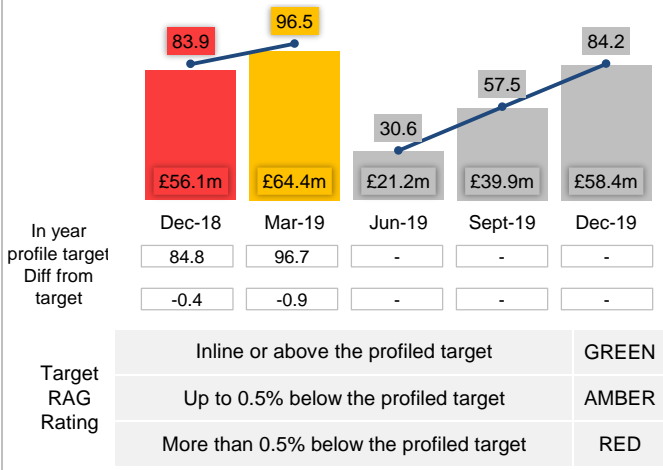
The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) as at the end of Dec-19 was 7 minutes 49 seconds, which remains significantly under the 10 minute target.



# Corporate Health Indicators

1. Council tax in year collection (amount & percentage rate accrued)

£58.4m  
84.2% ↑



Council tax is collected throughout the year, hence this is a cumulative measure.

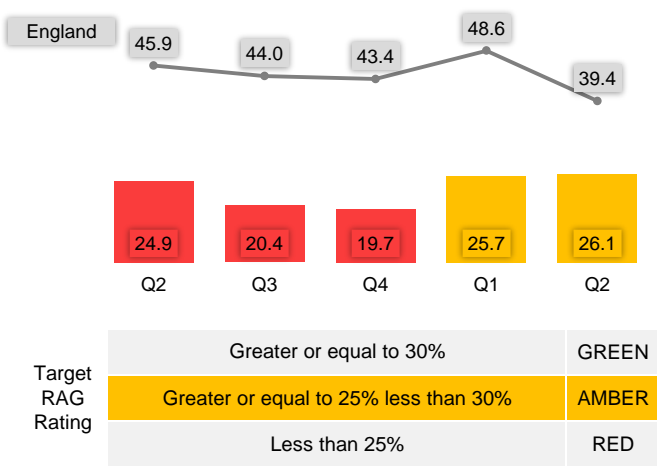
By the end of third quarter we achieved a collection rate of 84.2% of the expected in-year total, collecting £58.4m. This is an increase of £2.3m from the previous year.

There will be no target set for 2019/20 due to the Arvato exit.

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2. Percentage of household waste sent for reuse, recycling or composting

26.1 ↑



There has been a 38% decrease in rejected loads, from 92 loads in Q1 to 57 loads in Q2, 22% of which were rejected as a result of contamination. It is anticipated that the number of rejected loads will increase slightly for quarter 3 due to material generated by residents at Christmas being placed into the wrong containers.

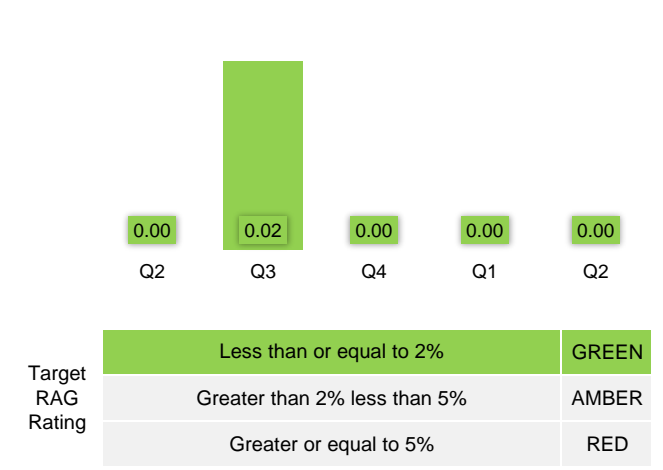
All crews have received training on quality checks of contents placed in the red bins and left 300 information hangers on contaminated containers. Letters are being sent to these residents to remind them what materials can be placed into the red bins with pictorial information provided to combat any language difficulties.

Some properties are contaminating containers on a regular basis and despite undertaking physical visits to residents problems continue. It will need to be considered if residents who continue to contaminate their containers are removed from the service.

Wood waste is now being segregated and processed as recyclable material (although access is limited at this time of year).

3. Percentage of municipal waste sent to landfill

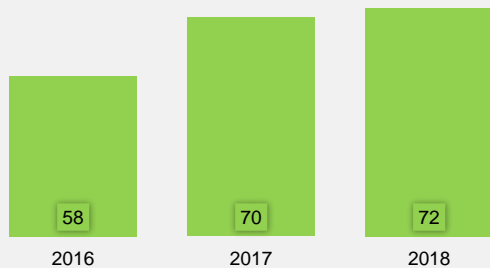
0.00 ↔



Slough remains in the top quartile for local authorities with the lowest amount of waste sent to landfill per annum due to good local incineration provision.

4. SBC staff survey: percentage of staff proud to work for the council

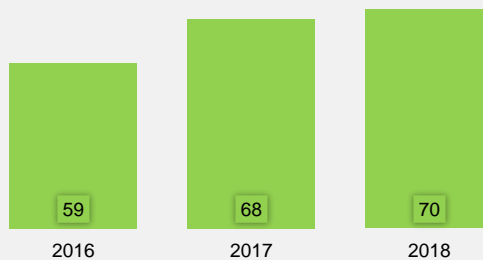
72% ↑



Target	Greater or equal to 72%	GREEN
RAG	Greater or equal to 60% less than 72%	AMBER
Rating	Less than 60%	RED

5. SBC staff survey: percentage of staff rate working for the council as either good or excellent

70% ↑



Target	Greater or equal to 70%	GREEN
RAG	Greater or equal to 60% less than 70%	AMBER
Rating	Less than 60%	RED

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Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

The next annual update is due at the end of quarter 4 in 2019/20.

Based on the 2018 annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

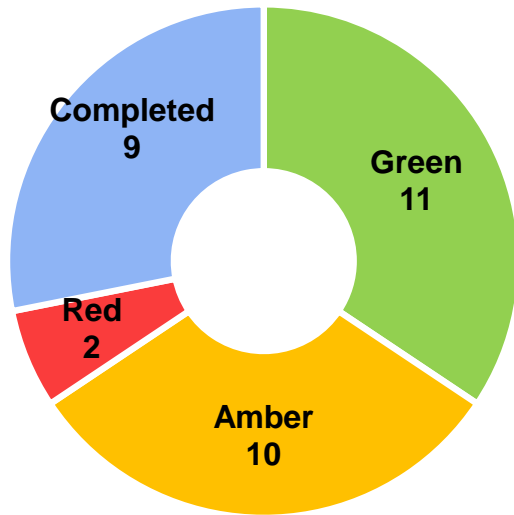
The next annual update is due at the end of quarter 4 in 2019/20.

# Project Portfolio

This section of the report provides a summary of progress on the range of projects currently being undertaken and monitored by the Programme Management Office. The council runs a large number of projects throughout the year to deliver against the objectives laid out in our corporate plans. We grade these projects according to magnitude, taking into account a number of conditions including political importance, scale and cost.

Projects on the Portfolio represent key activity at the Council to deliver its strategic objectives including delivery of the Five Year plan. Projects are graded as Gold, Silver or Bronze.

## Project Portfolio: Overall Status



Each project reports monthly on progress towards target deliverables, and a summary RAG judgement of status is provided for each to describe compliance with project timescale, budget, and any risks and issues, as well as an 'overall' RAG status.

Across all projects on the portfolio, 48% were rated overall as **Green** (11 projects), 43% were rated overall as **Amber** (10 projects) and 9% were rated overall as **Red** (2 projects).

9 projects closed this quarter:

- Homelessness Reduction
- Localities
- DSO Commercialisation
- One Council Approach to Community Engagement / Development
- Crematorium Refurbishment
- Server Migration
- Telephony
- Slough Major Transport Schemes
- Adults Social Care Programme

At the end of Quarter 3 there were 23 live projects on the portfolio, graded as follows:

	Gold	Silver	Bronze	Total
Qtr-1	10	10	7	27
Qtr-2	11	10	7	28
Qtr-3	10	6	7	23

The projects rated overall as **Red** were:

- Capita One Hosting - Education Modules
- Cemetery Extension

A fully comprehensive report which details the status of each individual project, including reference to the key risks, issues and interdependencies is available as background papers.

Further details on the status of Gold projects (the most important ones) at end of Quarter 3 are set out below.

Arrows demonstrate whether the status is the same (↔), has improved (↑) or worsened (↓) since the previous highlight report:

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Grove Academy	Green ↑	Amber ↔	Amber ↔	Amber ↔	School build is well underway. The key programme risks relate to utility disconnections and diversions. Slough has agreed to deliver the section 278 off site works, which will reduce costs as long as work remains on programme.
Slough Urban Renewal	Green ↔	Green ↔	Amber ↔	Amber ↔	Work started on site for the Alpha Street development with a road closure order beginning in January 2020. The Thames Valley University Option Agreement was executed on 25th November with SUR and Muse for redevelopment of the North West Quadrant. Design development continues on Stoke Wharf and Montem Lane schemes.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	New programme on the portfolio to track and monitor major Highways Schemes, including Langley Harrow Market, Elliman Avenue, London Road, Stoke Road, Northern Forecourt and the Quiet Cycle Route & Canal Bridge.
HQ & Cornwall House Relocation	Green ↔	Red ↔	Amber ↔	Amber ↔	Fire Risk Assessment - any works identified are complete. 4th floor install and fit out nearing completion. All Audio Visual installation and configuration works are complete including snagging. Line painting of top level car park and front of Observatory House completed.
Central Hotels Project	Green ↔	Green ↔	Green ↔	Green ↔	Hotel scheme is 9 ½ weeks ahead of schedule and the Residential scheme is approximately 12 weeks ahead of schedule. Works are progressing well and the current critical path activities continuing ahead of the planned dates.
Cemetery Extension	Red ↔	Amber ↔	Red ↔	Red ↔	Landscaping works have been completed in the Lismore Gate extension. A request for additional funding for the main cemetery extension has been approved.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
Future Delivery of Children's Services	Amber ↓	Amber ↓	Amber ↔	Amber ↔	Project has been placed on hold pending further discussions with the Department for Education.
Regional adoption agency	Green ↔	Green ↔	Green ↔	Green ↔	The recommendations/proposed actions from the cabinet report have been approved by Cabinet. A further meeting of the project board has taken place to ensure that all legal, financial and HR matters are being addressed now that the cabinet report has been signed off.
Clean, Safe, Vibrant	Green ↔	Amber ↔	Amber ↑	Amber ↑	Town Team walkabout took place on 13 November. Incubation facility at the Old M&S site has progressed to the next stage. Craft Coop pop up shop opened on the 30 November. Internal strategic communications group has been established.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Action Plan produced for improvements in monitoring compliance in temporary Housing following Phase 3 recommendations.

**Background Papers:**

Email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Gold Project Highlight reports for this reporting period.

Key achievements this quarter:

#### **Arvato Exit**

Successful transition of staff on 1 November 2019.

#### **Slough Academy:**

The Learning Management System for staff went live on 2<sup>nd</sup> December.

#### **HQ and Cornwall House Relocation**

3rd floor occupation took place on programme and with minimal interruption to staff activities.

#### **Central Hotels Project**

Hotel scheme is 9 ½ weeks ahead of schedule and the Residential scheme is approximately 12 weeks ahead of schedule.

#### **Slough Urban Renewal**

The Stoke Wharf scheme won the Project Vision award at the TVPropFest awards in September and SUR featured in the SPACES 2019 yearbook published in October.

#### **Local Plan**

Ministry of Housing Communities and Local Government have confirmed the latest local plan production timetable is acceptable.

Key issues to be aware of:

#### Timeline

#### **The Cemetery Extension**

Delays to the main extension works have been mitigated through approval of additional funding and completion of the Lismore gate extension.

#### **Capita One Hosting - Education Modules**

Project was previously on hold. IT is now looking at the priority list to resource outstanding projects.

#### **Future Delivery of Children's Services**

Project has been placed on hold pending further discussions with the Department for Education.

Key lessons from projects reviewed this quarter:

The council's Programme Management Office (PMO) routinely carries out 'End Project', 'Lessons Learned' and 'Benefits' reviews for key projects. This learning has been helpful to project managers implementing projects of a similar nature.

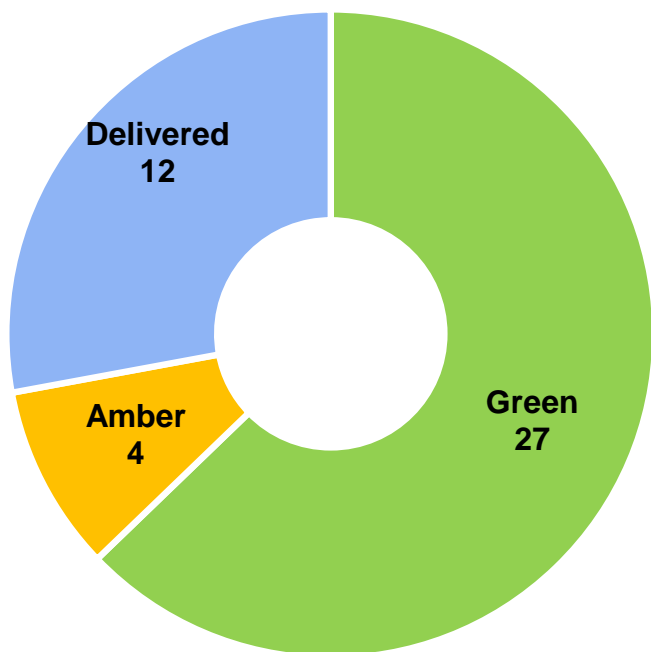
In the last quarter, the PMO undertook two End Project Reviews and recommendations included:

- The benefit of regular reporting to ensure that decisions are made in a timely way.
- The importance of appropriate project governance from the start of a project.
- The need to consider continuity of service during a major scheme.

## Manifesto Commitments

The final section of the report provides a summary of progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 3 i.e. 31<sup>st</sup> December 2019.

### Manifesto Pledges: Overall Status



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There are 43 Manifesto pledges across the key areas.

At the end of quarter 3, 63% (27) pledges were rated as **Green** as achieving or on schedule. 9% (4) pledges were rated as **Amber**, signifying as working towards and 28% (12) pledges were reported as **Delivered**.

Key achievements this quarter:

The following pledges were reported as delivered this quarter:

- **We will work with operators to keep bus fares low, and prioritise ‘end to end routes’, with additional green vehicles and bus lane enforcement**  
Free electric bus pilot for the Colnbrook and Langley areas started on 4<sup>th</sup> November. Bus lane enforcement is underway.
- **We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes**  
Potholes, defects picked up daily via inspections and complaints; works orders raised. Resurfacing scheme completed, currently working on the reserve list to be delivered by end of March 2020.
- **We will work with partners to expand our popular free ‘community work outs’ to more locations across Slough**  
This is still an offer and more instructors are being trained to facilitate sessions, through the Great Outdoor Gym Company, Everyone Active and community activators.
- **We will identify and replace all public trees lost as a result of last summer’s drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees**  
Funding for tree replacements outside of the Urban Tree Challenge initiative has been confirmed and new planting will take place before end of March 2020.

- **We will introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents**

Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues.

A cloud based App has been developed to report fly-tipping, street cleaning standards and grounds maintenance issues. It will be launched on our new website.

- **We will begin work on a major environmental urban wetland project in Salt Hill Park**

Salt Hill stream works planning consent gained and contract for works awarded. Works planned to be completed by March 2020. Official Open Day 12th March 2020.

- **We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects**

Allotment complete and plots ready to let. Capital Improvement works to allotments completed.

- **We will work with our residents, service users and partners to set up a network to jointly design future health and social care services**

The Network is becoming well established and has been involved in a number of initiatives. These include:

- Working with Healthwatch to co-design a new framework for entry and viewing visits to Slough care homes.
- Developing a new floating support service and selecting a new provider.
- Providing feedback on the draft Housing Strategy.

- Successfully bidding to use the Open Doors shop for a monthly community forum.
- Attending a number of forums and partnership boards.
- The co-production network will be involved in a number of key commissioning projects over the coming months.

- **We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services**

We have seen a significant increase in LGBT+ ceremonies this year. The trend continues upwards since last reporting in this respect. We have done 11 LGBT ceremonies this calendar year, with 8 this financial year (civil Partnerships and Weddings).

We make sure that anyone marrying or celebrating their civil partnership has a welcoming and special experience. We are very inclusive and celebrate all our citizens using our noteworthy services. We include LGBT weddings and celebratory services photos on our Facebook page.

The new Group Manager joined the service in November 2019 and is looking at business and marketing strategies across her service areas including licensing new venues, civil and partnership ceremonies etc).

- **We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25**

Offer has been designed and approved. Implementation of offer is now being undertaken.



The table beneath summarises progress against the Manifesto pledges made in advance of the Slough local elections, May 2019. Position stated is as at the end of Quarter 3 i.e. 31<sup>st</sup> December 2019.

Further details on the actions taken can be found in the Appendix.

### PARKING AND TRANSPORT

	Manifesto Pledge	Date for Delivery	RAG
1	We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area	February 2019 November 2019	AMBER ↓
2	We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4	Summer 2020	AMBER ↔
3	We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement	COMPLETED	✓
4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	Between Q2-Q4 2019/20	GREEN ↔
5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q3 2019/20	GREEN ↔
6	We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes	COMPLETED	✓

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### ENVIRONMENT AND OPEN SPACES

	Manifesto Pledge	Date for Delivery	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	COMPLETED	✓
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	COMPLETED	✓
9	We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees	COMPLETED	✓
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	COMPLETED	✓
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	COMPLETED	✓
12	We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents	COMPLETED	✓

13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	GREEN ↔
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## HOUSING AND NEIGHBOURHOODS

	Manifesto Pledge	Date for Delivery	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	March 2020	GREEN ↔
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	March 2020	GREEN ↔
16	We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing	January 2020	GREEN ↔
17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	March 2020	GREEN ↔
18	We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time	March 2020	GREEN ↔
19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019	GREEN ↔

## HEALTH AND LEISURE

	Manifesto Pledge	Date for Delivery	RAG
20	We will work with dentists and health partners to improve local children's oral health	March 2020	GREEN ↔
21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Ongoing	GREEN ↔
22	We will work with our residents, service users and partners to set up a network to jointly design future health and social care services	<b>COMPLETED</b>	✓
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	June 2019 October 2020	GREEN ↔
24	We will continue supporting the work of the Safer Slough Partnership; building on the success of their campaign against modern slavery and helping deliver the 'Choices' campaign to reach 2,000 people in 2019/20	March 2020 Autumn 2019	GREEN ↔
25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	GREEN ↔

## CUSTOMER SERVICES & COMMUNITY HUBS

	Manifesto Pledge	Date for Delivery	RAG
26	We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests	IT Insourcing due 31 Oct 2019	GREEN ↔
27	We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langleigh and planning new hubs in Cippenham and Wexham	New Chalvey School and hub June 2020	GREEN ↔
28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	GREEN ↑
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	GREEN ↔
30	We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services	<b>COMPLETED</b>	✓
31	We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage	Ongoing Autumn 2019	GREEN ↔

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## REGENERATION AND THE TOWN

	Manifesto Pledge	Date for Delivery	RAG
32	We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site	Ongoing	GREEN ↔
33	We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site	Ongoing	GREEN ↔
34	We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory	Ongoing	AMBER ↔
35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	GREEN ↑
36	We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place	Ongoing	AMBER ↔
37	We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre	March 2021	GREEN ↔

## CHILDREN & YOUNG PEOPLE AND SKILLS

	<b>Manifesto Pledge</b>	<b>Date for Delivery</b>	<b>RAG</b>
38	We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision	2021-2022	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	October 2020	GREEN ↑
40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	<b>COMPLETED</b>	✓
41	We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough	<b>COMPLETED</b>	✓
42	We will launch the 'Slough Academy' giving our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on	Ongoing	GREEN ↔
43	We will work with our partners to lower the exposure of our children and young people to youth violence and gang related activity	June 2019 Ongoing	GREEN ↔

## Performance Indicator Key

### Direction of travel

The *direction* of the arrows shows if performance has improved, declined, or been maintained relative to the previous quarter or same period in previous year.

↑	↔	↓
Performance improved	Performance remained the same	Performance declined

For example for overall crime rate indicator where good performance is low:

- A decline in the crime rate would have an upwards arrow ↑ as performance has improved in the right direction.
- An increase in the crime rate would have a downwards arrow ↓ as performance has declined.

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### Performance against target

The *colour* of the arrow indicates performance against target for each KPI.

Black arrows are used for indicators where performance has changed but no target has been defined.

GREEN	AMBER	RED	GREY
Met or exceeded target	Missed target narrowly	Missed target significantly	No target assigned

Targets and criteria for RAG status are shown for each indicator.

Benchmarking rankings compared to other councils are shown below each chart, where comparisons are available:

Dark Green	Local performance is within the top quartile
Green	Local performance is within the 2nd quartile
Amber	Local performance is within the 3rd quartile
Red	Local performance is within the bottom quartile

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# Glossary

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## Outcome 1

### **1. Percentage of child protection plans started in the past year that were repeat plans within 2 years**

The percentage of children who became subject to a Child Protection Plan at any time during the year, who had previously been the subject of a Child Protection Plan, or on the Child Protection Register of that council, within the last 2 years. Good performance is generally low.

### **2. The percentage attainment gap between all children and bottom 20% at early years foundation stage**

This metric is the percentage attainment gap at early years foundation stage between the achievement of the lowest 20 per cent of achieving children in an area (mean) and the score of the median child in the same area across all the Early Learning Goals (ELGs) in the Early Years Foundation Stage Profile (EYFSP) teacher assessment.

### **3. The percentage gap between disadvantaged pupils and all others at key stage 2 in reading, writing and maths**

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 2 it is based on the percentage of pupils achieving the expected standard or above in reading, writing and maths.

### **4. The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths**

The disadvantage gap summarises the attainment gap between disadvantaged pupils and all other pupils. A disadvantage gap of zero would indicate that pupils from disadvantaged backgrounds perform as well as pupils from non-disadvantaged backgrounds. We measure whether the disadvantage gap is getting larger or smaller over time. For key stage 4 it is based on the percentage of pupils achieving grades 9-5 in English and mathematics GCSEs.

### **5. Percentage of 16 to 17 year olds not in education, employment or training (NEETs)**

This is the number of 16 and 17-year olds who are not in education, employment, or training (NEET) or their activity is not known, expressed as a proportion of the number of 16 and 17-year-olds known to the local authority (i.e. those who were educated in government-funded schools). Refugees, asylum seekers and young adult offenders are excluded.

The age of the learner is measured at the beginning of the academic year, 31 August. The annual average is calculated covering the period from December to February.

## Outcome 2

### **6. Number of adults managing their care and support via a direct payment**

Direct Payments are a way of enabling those eligible for social care support to control the commissioning and procurement of support themselves. This leads to more personalised and controlled support, which evidence shows will deliver better outcomes.

### **7. Uptake of targeted health checks: The percentage of the eligible population aged 40-74 who received a NHS Health Check**

The NHS Health Check is a health check-up for adults aged 40-74, designed to spot early signs of conditions such as stroke, kidney disease, heart disease, type 2 diabetes and dementia, and to offer ways to reduce the risk of developing these conditions.

Health Checks are offered by GPs and the local authority, and Slough is seeking to promote a greater engagement amongst residents in taking up this offer. <https://www.nhs.uk/conditions/nhs-health-check/>

### **8. 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**

This measure is an estimate of physical inactivity amongst adults aged 16 or older, and derives from a nationwide survey (the 'Active Lives Survey') conducted and reported annually by Sports England. <https://activelives.sportengland.org/>

## Outcome 3

### **9. Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)**

This metric records the total number of Gateway sites surveyed for litter by each grade in the reporting period.

There is no statutory definition of litter. The Environmental Protection Act 1990 (s.87) states that litter is 'anything that is dropped, thrown, left or deposited that causes defacement, in a public place'. This accords with the popular interpretation that 'litter is waste in the wrong place'.

Litter includes mainly synthetic materials, often associated with smoking, eating and drinking, that are improperly discarded and left by members of the public; or are spilt during waste management operations.

It is calculated as:  $((T + (T_b/2))/T_s) * 100$  where:

T = number of sites graded C, C- or D for each individual element

T<sub>b</sub> = number of sites graded at B- for each individual element

T<sub>s</sub> = total number of sites surveyed for each element

Grades are:

- Grade A is given where there is no litter or refuse;
- Grade B is given where a transect is predominantly free of litter and refuse except for some small items;
- Grade C is given where there is a widespread distribution of litter and refuse, with minor accumulations; and
- Grade D where a transect is heavily littered/covered in detritus with significant accumulations or there is extensive graffiti/fly posting likely to be clearly visible and obtrusive to people passing through.

## **10. Crime rates per 1,000 population: All crime**

This measure includes all crimes recorded by the police (with the exception of fraud which is recorded centrally as part of Action Fraud) calculated as a rate per 1,000 population. This data is updated on a quarterly basis.

### **Outcome 4**

#### **11. Number of homeless households accommodated by SBC in temporary accommodation**

Measure is the number of homeless households being accommodated on the last day of the quarter. It is a “snapshot” of the position on a single day, not the number of placements made during the time period.

#### **12. Number of permanent dwellings completed in the borough during the year**

Measure is a net count of all new dwellings added to the stock within the Borough of Slough each year. ‘Net additions measure the absolute increase in stock between one year and the next, including other losses and gains (such as conversions, changes of use and demolitions).’ (<https://www.gov.uk/government/statistical-data-sets/live-tables-on-net-supply-of-housing>).

#### **13. Number of licenced mandatory Houses in Multiple Occupation (HMOs)**

Measure is a count of total licenced mandatory HMO properties at the end of the quarter. A HMO is a rented property which consists of three or more occupants, forming two or more households where there is some sharing of amenities or where the units of accommodation lack amenities, such as bathrooms, kitchens or toilets. All HMOs with five or more tenants, forming more than one household, must have a council granted HMO licence, regardless of the height of the building (<http://www.slough.gov.uk/business/licences-and-permits/property-licensing.aspx>).

#### **14. Number of empty properties brought back into use (by council intervention)**

Measure is the number of empty private sector properties brought back into use by council intervention over the given time period. ‘Council intervention’ refers to Compulsory Purchase Orders, Empty Dwelling Management Orders, informal intervention/ negotiation and a grant system which allows property owners to apply to the Local Authority for financial assistance of up to £15,000 to bring their property into use. The assistance is provided on the basis that they lease the property to the council for a specified period and that the owner makes a 50% contribution to the costs of the works.

### **Outcome 5**

#### **15. Business rate income: Business rate in year collection (amount & percentage rate accrued)**

This is the amount of non-domestic rates that was collected during the year, expressed as a percentage of the amount of non-domestic rates due. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.



#### **16. Access to employment: Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits**

The Claimant Count is the number of people claiming benefit principally for the reason of being unemployed. This is measured by combining the number of people claiming Jobseeker's Allowance (JSA) and National Insurance credits with the number of people receiving Universal Credit principally for the reason of being unemployed. Claimants declare that they are out of work, capable of, available for and actively seeking work during the week in which the claim is made.

Under Universal Credit a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Full Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is therefore likely to rise.

#### **17. Journey times: Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)**

This measure calculated the average journey time taken from Heart of Slough to M4 junction 6 Monday to Friday between 16:30 to 18:30. The timings are measured from the centre of the Heart of Slough junction - there are two measuring units either side of the main X-roads on the central islands – and ends on the A355 Tuns Ln about 20m before the M4 J6 Roundabout. These times are taken from recorded (Bluetooth) journeys made between 16:30-18:30 Monday to Friday each day of each month and are averaged over the month with no adjustments made for holidays, road-works, or other traffic issues.

### **Corporate Health**

#### **18. Percentage of household waste sent for reuse, recycling or composting**

This metric calculates the percentage of household waste sent by the authority for reuse, recycling, composting or anaerobic digestion. The numerator is the total tonnage of household waste collected which is sent for reuse, recycling, composting or anaerobic digestion. The denominator is the total tonnage of household waste collected. 'Household waste' means those types of waste which are to be treated as household waste for the purposes of Part II of the Environmental Protection Act 1990 by reason of the provisions of the Controlled Waste Regulations 1992.

#### **19. Percentage of municipal waste sent to landfill**

This metric calculates the percentage of municipal waste which is sent to landfill. Denominator (Y): Total tonnage of municipal waste collected by the authority (or on behalf of the authority). The scope of municipal waste is the same as the European Union Landfill Directive and Landfill Allowances Trading Scheme (LATS). Numerator (X): Municipal waste to landfill includes residual waste sent directly to landfill and that which was collected for other management routes (e.g. recycling, composting, reuse, Mechanical Biological Treatment) but subsequently sent to landfill.

#### **20. SBC staff survey: percentage of staff proud to work for the council**

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council which is key to job satisfaction, attract and retain the best staff, greater productivity and customer satisfaction. The survey helps us measure this and make improvements.

**21. SBC staff survey: percentage of staff rate working for the council as either good or excellent**

This measure is based on SBC annual staff survey. The purpose of the survey is to assess the level of employee engagement across the council, the extent to which staff feel personally involved in the success of the council and are motivated in their work. The survey results serve to highlight successes and identify areas for improvement.

**22. Council tax in year collection (amount & percentage rate accrued)**

This metric is a rate of total receipts of council taxes collected in the year to date expressed as a percentage of the total council tax due for the year. This figure is expressed as a cumulative figure i.e. quarter 1 will cover the three months April-June, quarter 2 will cover the six months April-September, etc.

**Slough Borough Council**

# **Appendix B:**

# **Manifesto Commitments 2019/20**

**2019/20 – Quarter 3**

**(October to December 2019)**

**Strategy and Performance**

## PARKING AND TRANSPORT

	Manifesto Pledge	Date for delivery	Actions taken	RAG
1	We will deliver a new public transport vision for Slough, including a public transport corridor for the town centre and a new pedestrian bridge link to connect communities north of the railway with the High Street area	Feb 2019  Nov 2019	Stage 1 of the transport vision has been completed and approved by Cabinet.  Stage 2 has been commissioned and will look at the detail, where the corridors will start and end together with the impacts and mitigation requirements. This task has been delayed due to changes from Bucks CC meeting scheduled for Feb with the DfT	AMBER ↓
2	We will complete construction of phase 2 of the Mass Rapid Transit Bus Scheme (MRT), connecting the town centre to Heathrow, and develop a 'Park and Ride' solution near Junction 5 of the M4	Summer 2020	Detailed design is underway and work is due to start on site for the MRT extension during Q3.  Park and Ride: Land acquisition progressing with land owner and discussions with Highways England continuing. Likely to involve CPO of land. CPO has been passed to agent to negotiate. Works on MRT starting late January 2020	AMBER ↔
3	We will work with operators to keep bus fares low, and prioritise 'end to end routes', with additional green vehicles and bus lane enforcement	Aug 2019 May 2019  Jun 2019	<b>Manifesto Pledge has been met.</b> In discussions with Reading Bus to deliver a free electric bus pilot for the Colnbrook area and Langley area. Pilot started on 4 <sup>th</sup> November 2019.  Free pilot for MRT users completed and usage supplied to Leaders office. Bus Lane enforcement is underway.	✓
4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	Between Q2-Q4 2019/20	Tenders back for supported service 4 and 6 includes minimum standard of EuroVI. Electric and Gas powered buses being discussed with Heathrow on routes 7 and 703. Tendered bus services for route 4 and 6 now using a minimum standard of Euro VI	GREEN ↔
5	We will open 4 new bike docking racks - in Langley, Colnbrook, Manor Park and Cippenham - and purchase 20 new bikes	Q3 2019/20	Locations currently being looked at to ensure maximum usage. Officers will be firming up positions before the stations go in.	GREEN ↔

6	We will spend £2 million on improving highways and pavements and ensure Slough remains recognised as a national leader in repairing potholes	Ongoing	<b>Manifesto Pledge has been met</b> Potholes, defects picked up daily via inspections and complaints, works orders raised. Resurfacing scheme completed, currently working on the reserve list to be delivered by end of March 2020.	✓
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## ENVIRONMENT AND OPEN SPACES

	Manifesto Pledge	Date for delivery	Actions taken	RAG
7	We will open new outdoor gyms in Baylis & Stoke, Colnbrook, Cippenham Green, Cippenham Meadows and Farnham wards	Aug / Sep 2019	<b>Manifesto Pledge has been met</b> Tender awarded to the Great Outdoor Gym Company. All gyms now installed and open/in use.	✓
8	We will work with partners to expand our popular free 'community work outs' to more locations across Slough	Ongoing throughout 2019/20	<b>Manifesto Pledge has been met</b> This is still an offer and more instructors are being trained to facilitate sessions, through the Great Outdoor Gym Company, Everyone Active and community activators.	✓
9	We will identify and replace all public trees lost as a result of last summer's drought and promote wildlife-friendly planting schemes to offer habitats for butterflies, birds and bees	Ongoing  First tranche Oct-19 to Mar-20	<b>Manifesto Pledge has been met</b> Tree audit complete and details fed into the Urban Tree Challenge bid. Awaiting the outcome of the bid, this should be confirmed in early October.  Funding for tree replacements outside of the Urban Tree Challenge initiative has been confirmed and new planting before end of March 2020.	✓
10	We will begin work on a major environmental urban wetland project in Salt Hill Park	Mar 2020	<b>Manifesto Pledge has been met</b> Salt Hill stream works. Planning consent gained and contract for works awarded. Works planned to commence on 7th October, and to be completed by March 2020. Official Open Day 12 <sup>th</sup> March 2020	✓
11	We will open a new allotment at Moray Drive, continue to improve our existing allotments and support 'community growing' projects	Sep 2019	<b>Manifesto Pledge has been met</b> Allotment complete and plots ready to let. Capital Improvement works to allotments completed.	✓

12	We will Introduce more regular intensive cleaning of the town centre and hotspot areas, and develop a reporting app for residents to report fly-tipping incidents	Nov 2019	<p><b>Manifesto Pledge has been met</b></p> <p>Our planned litter picking and sweeping of the High Street continues to deliver a sound core service between 06:00 and 19:00. This resource calls on response teams to deal with out of the ordinary issues.</p> <p>A cloud based App has been developed to report fly-tipping, street cleaning standards and grounds maintenance issues. It will be launched on our new website.</p>	✓
13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	<p>Phased project to test different approaches to community development. Needs analysis completed for Chalvey, Trelawney Ave and Foxborough. Soft launch of Chalvey initiative to take place on 30<sup>th</sup> January 2020.</p>	GREEN ↔

### HOUSING AND NEIGHBOURHOODS

	Manifesto Pledge	Date for delivery	Actions taken	RAG
14	We will start the construction of 120 council and affordable homes, plan the development of over 250 more, and launch a key worker housing scheme	Mar 2020	On 12 development sites there are 20 homes in handover stage and a further 50 nearing completion. The hoarding in preparation for the award for phased demolition of Tower & Ashborne is in place. In addition development site tenders are in circulation or pending offer to the market for the provision of 263 homes. We have a further 20 sites undergoing a planning process for permission to build a further 272 affordable homes. At early stage of design and assessment for viability we have 32 sites that may offer potential for 45 homes.	GREEN ↔
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	Mar 2020	We have assembled through investment by the Housing Revenue Account £8.5m in land dedicated to providing additional decent affordable homes.	GREEN ↔

16	We will bring forward proposals for a co-operative/tenant-led housing initiative to offer more choice and accountability for those in need of affordable rented housing	Jan 2020	<p>The creation of a community led society via the DISH is with solicitors and progressing to registration which as a holding company can be in place by the end of January.</p> <p>We have taken a further step forward as the 16th December Commercial Cabinet has supported the creation of DISH as a registered provider for profit and separately for not for profit. In order that partnership and initiatives in delivering and community accountability are able to be created alongside new developments. We are advised by homes England process requirements that registration will take 6 months , during the interim a shadow board is being formed and led by the service lead for housing development &amp; contracts.</p>	GREEN ↔
17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	Mar 2020	<p>The planned car park closures took place in August 2019 and up to 15 rough sleepers were ejected. None have returned, so this has been successful, so far. The outreach team continue to engage with rough sleepers and move them into Emergency Bed or temporary housing provision. As part of our reconnection to communities work, we have moved 3 rough sleepers back to Poland with the help of the Polish authorities. The Official Rough Sleeper Count was 25 (down from 27 last year). The Winter Night Shelter is now open at Serena Hall with an average of 14 attending each night. There are an average of 10 rough sleepers also attending the Night Shelter at the Slough Soup Run. Serena Hall is our Severe Weather Emergency Provision and it will be open until the end of March 2020. 28 rough sleepers have been housed permanently since April 2019.</p>	GREEN ↔

18	We will invest £4 million in repairs, modernisation, structural and environmental improvements to tenants' estates and homes, and pilot a new app that allows council tenants to see their repairs and account information in real time	Mar 2020	<p>There is a significant investment programme underway which includes a focus on addressing compliance works identified as part of the Fire Risk Assessments undertaken across housing blocks. This includes environmental improvements across our ex-sheltered housing schemes for older people, which are currently in progress.</p> <p>The environmental program is being conducted on garages so that the sites are either upgraded for modern parking or decommissioned for development. These are in progress and investment of £1m is underway.</p> <p>The investment program which was previously outlined to June Neighbourhood &amp; Community Services Scrutiny Panel is in place and remains on course to deliver 4,000 electrical works (of which 2,334 completed). An additional £750k has been invested in a boiler replacement programme for 2019/20 for in excess of 782 new boilers (of which 455 have been completed).</p>	GREEN ↔
19	We will help establish and facilitate a private tenants' association to give private renters a voice	First meeting October 2019	The first meeting took place on Tuesday 29 October 2019 at St Martin's Place. It was not well attended but we had presentations about general private sector conditions; a presentation about standards and what to expect from your landlord; a presentation from Shelter and on about retaining your tenancy. We are planning the next meeting for March/April 2020 and hope that the attendance is better.	GREEN ↔



## HEALTH AND LEISURE

	Manifesto Pledge	Date for delivery	Actions taken	RAG
20	We will work with dentists and health partners to improve local children's oral health	March 2020	<p>SBC's early years (EY) and prevention service is continuing to work in partnership with the Oxfordshire oral health team. All 10 children's centres were re-assessed in Oct 2019 as part of the Slough Healthy Smiles scheme and all secured gold accreditation for the second consecutive year. The centres are supporting other local EY settings to gain accreditation. 11 EY settings and 2 maintained nursery schools have gained the Slough Healthy Smiles accreditation, with 9 of them achieving gold status.</p> <p>The starting well dental practices across Slough ran open days during October half term 2019, with further dates scheduled during the February half term for families to bring children to register with their local dentist. The dental practices have been working in conjunction with reception classes in 5 primary schools across the town, continuing to support them with tooth brushing. The EY health improvement officer, funded by Public Health, will work with the Oxfordshire oral health team to support these primary schools to gain their accreditation for the good practice they have implemented.</p> <p>The EY health improvement officer and the Berkshire Healthcare Foundation Trust (BHFT) oral health practitioners have collaboratively delivered workshops for parents with the focus on healthy eating to support reducing obesity in under 5's across Slough and promote improved oral health. A range of EY providers have benefited from this partnership working and more targeted work is planned over the next few terms.</p> <p>In December 2019, health promotional stands were set up at the leisure centre and a local superstore in Slough, where the health inequalities nurse were on hand to raise awareness of immunisations to families, together with a strong focus on oral health.</p>	GREEN ↔

21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Ongoing	We will continue to develop co-produced asset based approaches and contribute to building more community resilience, which supports better mental and physical health. This will be further developed through the Recovery College network and in partnership with colleagues from SPACE consortium and the Well-Being social prescribing service. The approach will focus on the success of the Independent Placement Support (IPS) service which proactively supports people in finding employment. The co-produced approach will include a bespoke Mental Health website platform that will be informative about many elements of health promotion and how to get involved across the town.	GREEN ↔
22	We will work with our residents, service users and partners to set up a network to jointly design future health and social care services	Ongoing	<p><b>Manifesto Pledge has been met</b></p> <p>The Network is becoming well established and has been involved in a number of initiatives. These include:</p> <ul style="list-style-type: none"> <li>➤ Working with Healthwatch to co-design a new framework for enter and view visits to Slough care homes.</li> <li>➤ Developing a new floating support service and selecting a new provider.</li> <li>➤ Providing comments and feedback on the draft Housing Strategy.</li> <li>➤ Successfully bidding to use the Open Doors shop for a monthly community forum.</li> <li>➤ Attending a number of forums and partnership boards.</li> </ul> <p>The co-production network will be involved in a number of key commissioning projects over the coming months.</p>	✓
23	We will build on the success of the reinstated Slough Half Marathon by introducing a stand-alone family fun day around the new annual 5k run in Upton Court Park	<p>Jun 2019</p> <p>Oct 2020</p>	<p>On 22<sup>nd</sup> June 2019 we had the Great Get Together in Herschel Park with more than 1,000 people attending.</p> <p>On 23<sup>rd</sup> June the 5k fun run took place in Upton Court Park with more than 360 people taking part.</p> <p>An external provider for the running of the half marathon is currently going through procurement.</p>	GREEN ↔



25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	<p>Health Beliefs research of how Slough residents feel about their health has now been reported to Wellbeing Board and Health Scrutiny as planned in Sept-19. Findings will be published and help inform the Keeping Well Strategy planned for Q3/4.</p> <p>Smoking remains a priority. An external funding bid for additional smoking cessation funding to the Better Care Fund was developed in Q2 and will be submitted in Q3.</p> <p>The new integrated wellness service, which is due to launch on April 1st 2020, is now out to tender. Applicants will be invited to interview over the coming few weeks and a decision is due to be made in the coming month. This new service will be an umbrella service covering our key prevention programmes, including Stop Smoking, weight management, falls prevention, NHS health checks, behaviour change and brief alcohol interventions.</p> <p>An audit to review our practice of tackling health inequalities in Slough through the NHS Health Checks programme started in Q2 and contributed to the national review in Q3.</p> <p>Work to understand one of the major underlying causes of health inequality in Slough - poverty – has started. The project will draw on a broad array of Council areas to understand our current offer, identify any gaps and prioritise follow-up action.</p>	GREEN ↔
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## CUSTOMER SERVICES & COMMUNITY HUBS

	Manifesto Pledge	Date for delivery	Actions taken	RAG
26	We will invest £3 million and bring our IT service in-house; to ensure better outcomes in our customer services, more resident-friendly communication channels and faster response times for service requests	IT Insourcing due 31 Oct 2019  Investment Projects – to be decided in conjunction with Transformation	<p>Arvato contract exit has now concluded and services have transferred successfully with the Q3 focus on stabilising services and understanding current operational practices.</p> <p>To support the transfer a number of contingencies have been put in place to support customer services provision:</p> <ul style="list-style-type: none"> <li>➤ A new call centre telephony solution has been successfully implemented to provide more resilient call back functionality and improved reporting.</li> <li>➤ An extension to the current CRM solution has been commissioned to ensure continuity of service.</li> <li>➤ Data mapping and development work is ongoing.</li> <li>➤ A business case is being drawn up for a customer insight tool that helps to identify households at risk of financial crisis, which will assist our work in moving from reacting to customers queries to working on the root causes of why people need to contact the council.</li> <li>➤ It has been fitted to all occupied floors in the new council HQ at 25 Windsor Road.</li> <li>➤ A new corporate telephony solution has been rolled out in conjunction with a remote working programme.</li> <li>➤ A comprehensive IT health check is being undertaken on returning infrastructure to identify priority risk and investments required.</li> <li>➤ A new digital platform solution has been agreed and is in the final stages of procurement.</li> </ul>	GREEN ↔

27	We will launch a £15 million 'Community Hubs Strategy', starting the construction of brand new community hubs in Chalvey and central Langley and planning new hubs in Cippenham and Wexham	New Chalvey School and hub June 2020	Localities Strategy Workstream established to lead on the Transformation agenda for locality working and delivery. First workshop has happened with attendance from Subject Matter Experts and SLT colleagues from across the council as well as PMO and GateOne representatives.  Work continuing to build the new Chalvey School and hub, the programme remains on schedule with a completion date of June 2020, with an opening date in July.	GREEN ↔
28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	Established the Slough Town Association of Residents (STAR) group to help inform, shape and engage with us on Clean Safe Vibrant TC Programme as well as the Town Centre Vision.  Working with the STAR group and stakeholders on the SloughNow concept to gauge their interest and explore what they would like to see in their Town Centre.	GREEN ↑
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	Explore Slough App went live on 24 June 2019. Working with businesses to ensure we keep offers live and plentiful.	GREEN ↔
30	We will actively promote a fully inclusive registrar's service with increased marketing and promotion for LGBT+ weddings and celebrant services	Ongoing  September 2019  December 2019	<b>Manifesto Pledge has been met</b> We have seen a significant increase in LGBT+ ceremonies this year. The trend continues upwards since last reporting in this respect. We have done 11 LGBT ceremonies this calendar year, 8 this financial year (civil Partnerships and Weddings).  We make sure that anyone marrying or celebrating their civil partnership have a welcoming and special experience. We are very inclusive and celebrate all our citizens using our noteworthy services, we include LGBT weddings and celebratory services photos on our Facebook page.  Preparation for marketing campaign to focus on 2020 session and incorporate new venues. Work on marketing to commence once newly appointed Group Manager arrives in November 2019. The new Group Manager joined the service in November 2019 and is looking at business and marketing strategies across her service areas including licensing new venues, civil and partnership ceremonies etc).	✓

31	We will bring forward plans for a new arts, entertainment and cultural offer at the former Adelphi Cinema site, while protecting the building's heritage	Ongoing	A discussion has been held between Service Leads to ensure that work progresses subject to finance availability. It is estimated that a feasibility for the site will begin in Autumn 2020	GREEN ↔
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## REGENERATION AND THE TOWN

	Manifesto Pledge	Date for delivery	Actions taken	RAG
32	We will continue regenerating our town; bringing forward detailed plans for the Montem Leisure Centre site, the Canal Basin and the former Thames Valley University site	Ongoing	Work is progressing on all schemes with a major focus being the emerging town centre framework masterplan. SBC and SUR signed an option agreement in November 2019. The following steps will include refining the masterplan for the site to determine the appropriate levels of housing, employment and community uses in Q1 2020 with the aim of submitting a planning application in November 2020.	GREEN ↔
33	We will begin work on two new hotels with ground floor branded restaurants, affordable shared ownership homes and an attractive public realm, on the former Slough Library site	Ongoing	Construction has begun on site and works are scheduled for completion by spring 2021.	GREEN ↔
34	We will help the owners of the High Street shopping centres to deliver their ambitious plans for the northern side of Slough High Street, and work with partners to shape a regeneration plan for the former Horlicks factory	Ongoing	Ongoing discussions with ADIA in partnership working and wider visioning work for the Town Centre, not just a site by site vision  Horlicks Factory redevelopment work has begun.	AMBER ↔
35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	The site is being developed by Slough Urban Renewal, comprising of 14 units of 1 and 2 bedrooms. Construction onsite commenced in December 2019 with a view to handover in December 2020. James Elliman Homes are intended to acquire for use for social housing.	GREEN ↑
36	We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place	Ongoing	Exploring options for a Social Enterprise Quarter, Food & Beverage and Cultural meanwhile uses in the shopping centre which encourages local groups to occupy empty units and influence the increase of footfall in the area.  Meanwhile use discussions with partners are picking up pace with a number of opportunity sites being reviewed for meanwhile uses in the town centre.	AMBER ↔



37	We will significantly improve the public forecourt to the north side of Slough station and deliver improved paths and walking routes in and around the town centre	March 2021	<p>Public Realm design underway and negotiations with Net Rail and GWR to construct the forecourt are ongoing.</p> <p>Paths to connect the Town Centre and rail station are being secured through the planning process with the SUR Stoke Wharf scheme plus a new footbridge across the canal. Cabinet approval now secured (September Cabinet) designs proceeding.</p>	<p>GREEN</p> <p>↔</p>
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## CHILDREN & YOUNG PEOPLE AND SKILLS

	Manifesto Pledge	Date for delivery	Actions taken	RAG
38	We will improve the learning environment for local children, investing £12 million in expanding our secondary schools and £14 million in Special Educational Needs and Disability provision	2021-2022	<p>£12.1m spent from Q1 to Q3 on providing a site for Grove Academy and an expansion of places at Langley Grammar School.</p> <p>£2.4m spent from Q1 to Q3 providing new SEND Resource Unit at Marish Primary Academy.</p> <p>£175K spent on providing refurbished buildings for Haybrook College and Littledown School.</p>	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	October 2020	<p>In Q1, Slough completed the acquisition of 2 shop/residential sites on Chalvey High Street and disposed of them to the DfE to create the playing fields for the new school. Utility disconnections and diversions are interfering with programme delivery and causing some phasing delays.</p> <p>Refurbishment of the Orchard Community Centre is complete.</p> <p>Chalvey Community Centre users and Chalvey Nursery buildings are currently using temporary accommodation. Construction of the new school and Chalvey Hub are progressing well on site and will be complete by the end of 2020.</p>	GREEN ↑
40	We will provide all our looked-after children with leisure passes and council tax exemptions until the of age 25	Ongoing	<p><b>Manifesto Pledge has been met</b> Offer has been designed and approved. Implementation of offer is now being undertaken.</p>	✓
41	We will invest £1.4 million in our Children's Services Trust to ensure they can continue to meet the needs of vulnerable children in Slough	Financial Year 2019-2020	<p><b>Manifesto Pledge has been met</b> Secured revenue funding of £1.4 million growth for SCST Children's Services. This was approved by Cabinet in February 2019.</p>	✓

42	We will launch the 'Slough Academy' giving our residents greater opportunities to access apprenticeships and training, to gain the skills they need to get on	Ongoing	<p>Slough Academy was launched in Nov-18 and currently promotes apprenticeship opportunities to all SBC colleagues through internal communications.</p> <p>Apprenticeship opportunities not filled internally are promoted through communications externally in Slough.</p> <p>As at Quarter 3, no further external applications have been received, 11 interviews have been held and 11 appointments offered.</p> <p>We are expecting to make available a further 19 Apprenticeships by September 2020.</p>	GREEN ↔
43	We will work with our partners to lower the exposure of our children and young people to youth violence and gang-related activity	<p>June 2019</p> <p>Ongoing</p> <p>October 2019</p>	<p>The Violence Task Force is meeting every two months, with the executive group meeting monthly (both chaired by the Chief Executive). Two sub groups have been formed to review interventions and data – both groups have presented their findings the board and starting to form key projects – aligned to 'Our Futures' programme.</p> <p>The Early Intervention Youth Fund project is continues to deliver in Slough, funded through the Thames Valley Wide bid – slough was able to access the following,</p> <ol style="list-style-type: none"> <li>1. Upskilling professionals and raising awareness</li> <li>2. Tackling Exclusion in Schools</li> <li>3. Detached youth work</li> <li>4. Intensive work with young people who are engaged in gangs activity</li> </ol> <p>Tier 1c – Training for professionals - Workshops aimed at frontline professionals to raise awareness and develop skills in relation to young people and gangs. Delivered by Reach Every Generation, Gavin McKenna, Director. There was a training day on 30<sup>th</sup> September and another training day on 20<sup>th</sup> November.</p> <p>Thames Valley Police Surge funding supporting the expansion of CCTV cameras in Salt Hill Park.</p>	GREEN ↔

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16 March 2020

**CONTACT OFFICER:** Joe Carter Director of Transformation  
**(For all enquiries)** (01753) 875653

**WARD(S):** All

**PORTFOLIO:** Councillor James Swindlehurst  
 Leader of the Council and Cabinet Member for Regeneration & Strategy

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

**OUR FUTURES UPDATE**

1 **Purpose of Report**

To update Cabinet on the progress of the Our Futures Programme.

2 **Recommendations**

The Cabinet is requested to note:

- (a) The progress of the Our Futures Programme, including updates from each workstream.
- (b) Work to decant from Landmark Place and the development of the localities model.

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

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

The Our Futures programme will deliver a new Operating Model for the Council and directly support 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

3b **Five Year Plan Outcomes**

The Our Futures programme sets out how we will deliver a new Operating Model which will directly contribute to the delivery of the Five Year Plan priority outcomes for Slough:

- 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 jobs and opportunities for our residents.

#### 4 **Other Implications**

##### (a) Financial

Cabinet approved the business case for the Our Futures programme in April 2019 including a budget of up to £4.2m out of the Council's transformation fund to transform our current Operating Model and systems. This includes significant costs for IT. The Business Case sets out the savings that this investment will realise and details the potential for reinvestment in services.

##### (b) Risk Management

Recommendation from section 2 above	Risks/ Threats/ Opportunities	Current Controls	Risk score	Future Controls
The progress of the Our Futures Programme, including updates from each workstream	<p>Service projects conflict with transformation activity</p> <p>Technology lead times limit service improvement timeframes</p> <p>Insufficient resources to deliver and sustain change</p> <p>Risk of scope creep due to the existing projects and objectives</p>	<p>The programme has ensured that there is oversight of incoming projects and dependencies across the Our Futures programme and Business as usual delivery.</p> <p>Close working between Operating model and Digital workstreams ensure plans are aligned and prioritised together.</p> <p>Regular liaison is in place with procurement to discuss pipeline and options</p> <p>IT resources are currently being scoped</p> <p>Specifications of what workstreams are going to deliver and impact of changes are approved by Design or Delivery groups</p>	20	A comprehensive knowledge and skills transfer plan will be developed to sustain change
Work to decant from Landmark Place and the development of the localities model	Chalvey hub opening delayed to August may leave the central area underserved	Regular liaison to monitor progress of works and contractors	20	N/A

- (c) Human Rights Act and Other Legal Implications  
There are no direct legal or Human Rights Act Implications.
- (d) Equalities Impact Assessment  
There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs however, are being completed for specific aspects of the programme as required.
- (e) Workforce  
Workforce implications associated with the People and Organisation workstream in this report are being considered as part of implementing the new operating model.
- (f) Property  
Our Corporate Assets are being utilised to deliver our Localities strategy, including the decant of Landmark place.

## 5 **Supporting Information**

- 5.1 Cabinet approved an outlined business case for change and the high level outcomes expected from the Transformation Programme at it's meeting in April 2019. That report stated that:

*A Transformation programme is necessary because the Council needs a new operating model in a response to:*

- *The continued reduction in central government funding.*
- *Rising demand for its key services specifically in Social Care.*
- *An increase in resident expectations around customer services in a digital age.*
- *A desire to grow resilience and independence in our communities.*

*The business case also sets out some of the rationale for the second phase that would begin to look more closely at service area alignment and interfaces, where further improvements and efficiencies might be made.*

*Why we need to change?*

- *We want to be a world class organisation. We need quickly to become slick and efficient, freeing up resources for us to invest as we choose.*
- *We also need to be agile and able to evolve and respond to future change*
- *We also want a different relationship with our communities, with services designed and delivered by and with our communities.*
- *We must create a sustainable cost base.*

*Our vision*

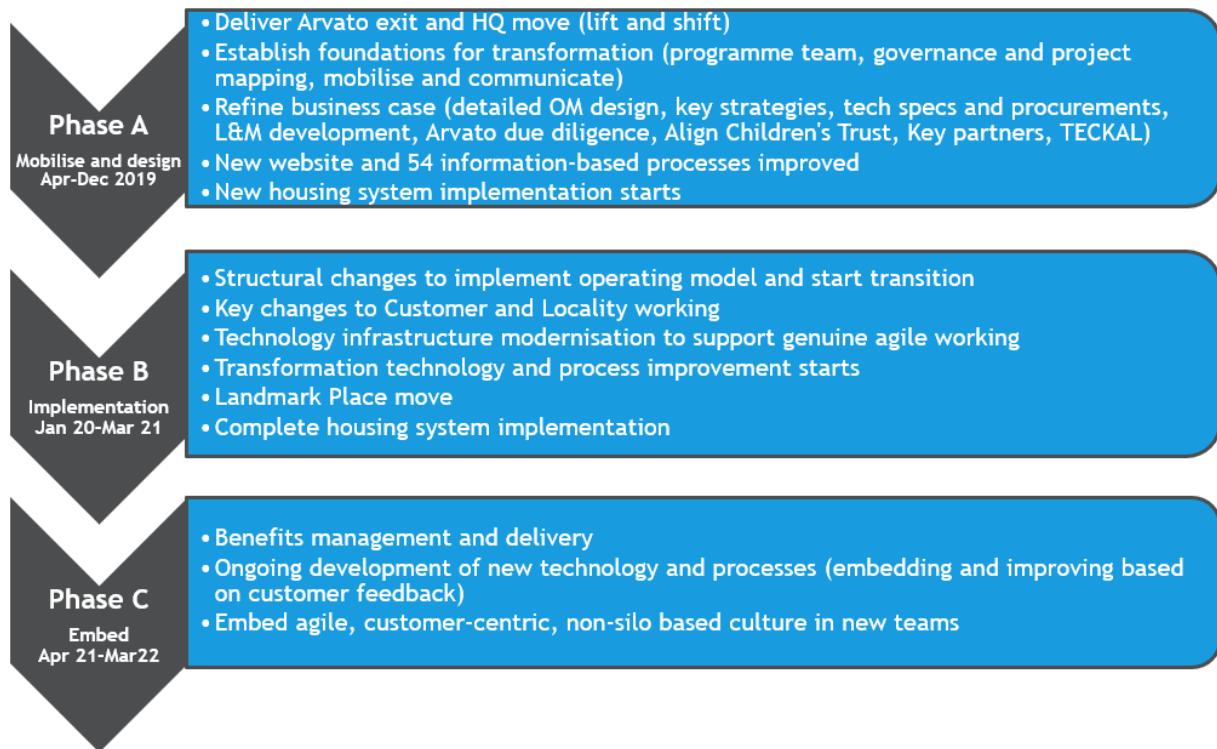
- *People will be proud of Slough as a place to live and work. Residents, businesses and communities will have every opportunity to be independent, successful and to participate in solving local issues. No one will get left behind.*
- *Our services will be seamless for customers, underpinned by a dynamic organisation driven by data, insight and effective use of technology. We will*

*have capacity and agility to anticipate and respond to future change and demand.*

- *Our role will be as a place shaper, facilitator and enabler, closely collaborating with residents, businesses, communities and partners.*

*What the change will look like*

- *The change will be system-wide, encompassing communities and partners as well as the council. Everything is in scope unless specifically de-scoped. The changes will recognise and build on the great practice already achieved by our staff making it easier to deliver excellence.*



5.2 All of the above still hold true and much work has taken place in the programme to underpin the changes that are imminent across the organisation. We have established our “strategy on a page”; the future operating model for the Council and implemented the strong governance around the programme to ensure its success.

- 5.3 During 2019 the foundations for the programme were well established, including the appointment of a Director of Transformation to drive the programme forward and we;
- ✓ Secured significant investment to fund our transformation
  - ✓ Mobilised the Our Futures programme (the new branding for Transformation)
  - ✓ Launched this to staff at the annual staff conference
  - ✓ Moved to a new office
  - ✓ Welcomed new and returning staff and successfully closed the Arvato contract
  - ✓ Responded to in-year, budget pressures through the Star Chamber process
  - ✓ Identified a new website provider to drive self-service

2020 promises to be a year of great change for the organisation;

- We need to consolidate our estate footprint to make best use of physical space and drive smarter working



- We need to deliver a new way of working that drives better segmentation of our service users, residents, businesses and communities using technology, automation and self-serve
- We need to restructure our organisation to deliver more flexible, joined-up working and get the right skills mix across levels
- We need to deliver a saving of £5m from our current budget through Our Futures savings, to be largely achieved within 15-18 months.

5.4 The Our Futures programme is managed through six workstreams. Each workstream is led by a Senior Responsible Officer, drawing on the expertise of Subject Matter Experts and supported by a project manager, to form a “community of interest” to ensure tasks are delivered on time and on budget.

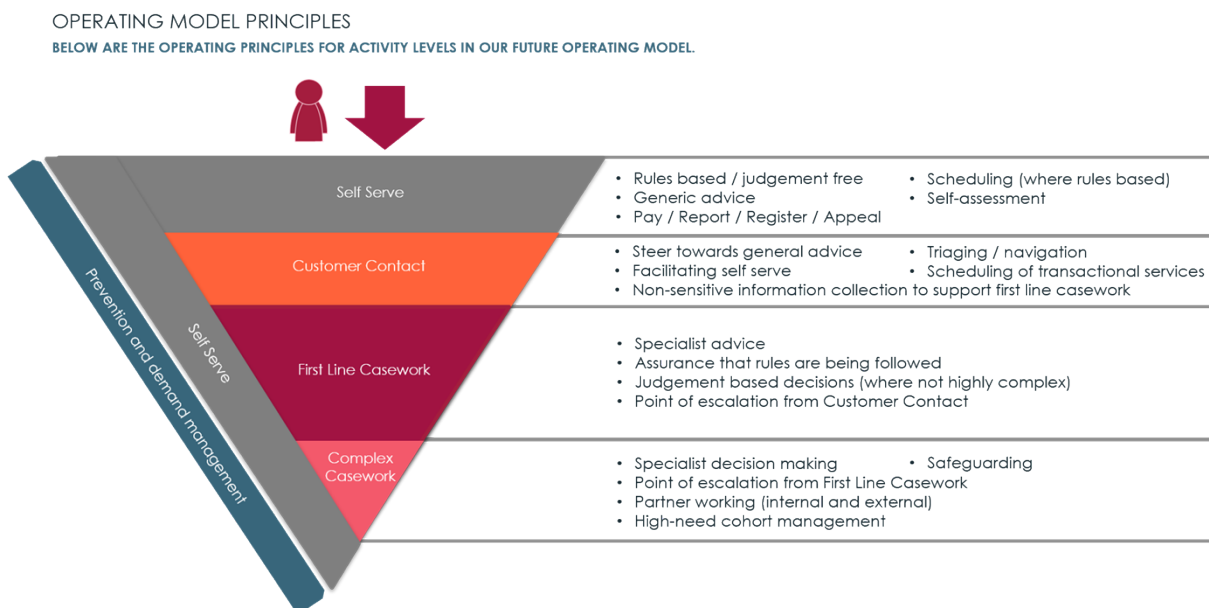
5.5 Progress from each workstream is regularly monitored and updates on the key areas of work are as follows:

### 5.5.1 Commerciality & Traded Services

- The high level operating model for procurement, commissioning and contract management has been approved and detailed design continues for the development of a traded services commercial support unit, including the development of a high level business case for growth opportunities.
- Procurement business partnering / category management approach formalised.
- The financial approval framework has been redesigned and implemented together with the refresh of terms of reference for all groups.
- The high level design of the Corporate Landlord operating model has commenced.

### 5.5.2 Operating Model and Process

(a) We have defined our new operating model (inverted triangle) for the Council as shown below;



- The proposed operating model for the delivery customer contact for Adults Social Care has been approved by the Our Futures Board with the Contact Centre pathway commencing this month.
- Work has commenced to design Housing customer contact.

- (d) The design work associated with the decant of Landmark Place (LMP) is well underway.

### 5.5.3 Digital and Technology

- (a) Telephony
  - i. Desk based – contract extension negotiated, new capability being enabled.
  - ii. Mobile – trials complete, new devices in procurement, roll-out defined and will commence next month.
- (b) Office 365 (O365) – trials complete, mailbox migration underway as a prerequisite to roll out.
- (c) Digital remote working – collating requirement from pilot group is now complete, programme for roll out agreed, final procurement stages underway
- (d) Infrastructure/Citrix – continuing IT infrastructure health checks since the return of services to determine resilience, short-term increase in Citrix capability agreed whilst discussions on new platform/provider conclude.
- (e) Website/digital platform – new website supplier (Jadu) engaged, Methods (a national leader in the field) have also been engaged to enable the integration of back-end services to deliver as much automation and self-serve as possible.

### 5.5.4 Localities and Accommodation

- (a) We have established principles for our strategic approach to enable localities to:
  - i. Bring services to the heart of our communities
  - ii. Enable a more integrated service to our customers
  - iii. Deliver high quality services tailored to community needs
  - iv. Work with partners and community groups through shared locality plans and assets
  - v. Enable behaviour change in communities that builds resilience and independence
  - vi. Prioritise wellbeing and prevention in our communities
  - vii. Provide Strategic oversight of all local projects.
  - viii. Leverage local data and insight to improve service delivery
- (b) Our locality offer will comprise of all the services offered within a locality footprint. This will include a wide range of services from schools, children's centres, leisure and neighbourhood services. It will also include partner services such as GP and health services, police, community safety and voluntary sector services.
- (c) Locality hubs will provide a physical presence in communities delivering council services from the heart of our communities. They will offer a front of house access point and a safe and open space to engage and build relationships with our customers. They will also provide flexible working environment for our staff allowing them to easily work in the most appropriate location to meet needs of local people.
- (d) Landmark Place (LMP) decant – the April 2019 report highlighted the need to decant from LMP on expire of the existing lease. A working group has been mobilised and delivery plan agreed to decant services from Landmark Place. This includes design meetings with Customer services and Housing and the development of digital solutions. These services will now be available in the Local Access Points at the Britwell, Cippenham and Langley Hubs along side the existing provision from early June; with Chalvey to follow in the summer on completion of the new hub by the Department of Education's contractor.
- (e) As part of the decant from LMP the Council will also be going cashless, in line with the Cabinet report of October 2018.
- (f) A review of our asset capacity has been completed across all primary assets.

- (g) Equalities Impact Assessments (EIA's) are being worked on in relation to the decant of Landmark place.

### 5.5.5 **People & Organisation**

- (a) Senior management structure - The "New Operating Model Blueprint and Business Case" which was considered by Cabinet on 15 April 2019 referred to senior management structures. The report also included various scenarios as to what this new structure might look like. Corporate Management Team (CMT) have been discussing how the senior management structure will need to change to support the new operating model and engaged with the Senior Leadership Team (SLT) in January 2020.  
SBC has been communicating and engaging with the organisation through Roadshows and with Trade Unions about the Our Futures programme and what this means for the organisation.

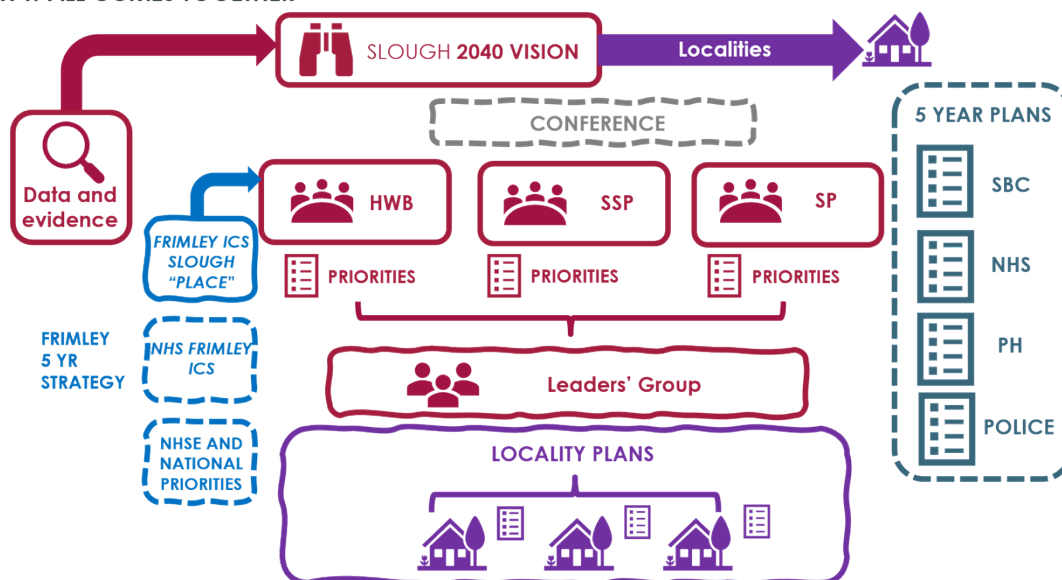
Once the new operating model has been developed there will be a full consultation on the new proposed senior management structure. This will include a proposed restructure of CMT and SLT. Current thinking anticipates that Assistant Director roles will be introduced which will help to create more strategic leadership capacity within the organisation, supporting with the implementation and ongoing delivery of the new operating model. This senior management structure will create a new organisational architecture which will have new directorates. This will then give us the high-level blueprint to continue with the detailed design and implementation of a restructure for the whole of the Council. We expect this will be completed by the end of 2020.

- (b) World Class - work has been focussing on gearing up to launch the Council's Brilliant Basics campaign. Getting the basics right across a range of activities and actions across the Council will provide us with the solid platform on which to build our World Class aspirations. This has included a briefing to the Our Futures Champions (the Our Futures Champions are a group of volunteers representing all service areas and levels across the Council) and launching an introduction to Brilliant Basics through the Our Futures microsite and email communications. Quick wins will be published on a regular basis throughout February and March.

### 5.5.6 **Statutory and local delivery partners**

- (a) The Partnership Conference is being planned for March 2020. Ongoing scoping of the workstream continues. We want to use this to start to develop a 2040 vision for the Town.
- (b) Below is a diagram illustrating how our various partner organisations operate and interact with us, and how we might engage with them in developing and delivering the 2040 vision for the Town.

## HOW IT ALL COMES TOGETHER



HWB - Health & Wellbeing Board  
 SSP - Safer Slough Partnership  
 SB - Safeguarding Partnership

NHSE - National Health Service England  
 ICS - Integrated Care System  
 PH - Public Health

5.5.7 The work of the programme has strong governance and grip overseen by the Our Futures board with Design, Delivery and Change and Communications groups reporting in, to provide assurance that progress is being made, and dependencies between workstreams are well managed.

## 6 Comments of Other Committees

6.1 This report has not been considered by any other committees.

## 7 Conclusion

7.1 The Our Futures Programme is mobilised and working towards delivering a new Operating Model for the Council. This will bring improved outcomes for local people more efficiently and effectively. It will overhaul our systems and processes and realise savings that can be reinvested into service delivery.

## 8 Background Papers

None

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16 March 2020

**CONTACT OFFICER:** Stephen Gibson, Interim Director Regeneration

**(For all enquiries)** (01753) 875852

**WARD(S):** All

**PORTFOLIO:** Leader of Council - Cllr Swindlehurst

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

**ASSETS UPDATE****1. Purpose of Report**

- 1.1 The purpose of this report is to provide an update to Cabinet on the future use of SMP and Observatory House. This update reflects changes in circumstances from the assumptions made in the report put to Cabinet on 29 May 2018. This report also comments on the impact of these changes on the base business case.

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

The Cabinet is requested to resolve:

- (a) That it be noted that despite positive and negative variations in actual costs against the business case to move to 25 Windsor Road and the redevelopment of St Martin's Place into affordable housing, the Council is still projecting to make operational savings within three years of purchase as set out in the original business case.
- (b) That it be agreed to revert to the original proposal to remodel St Martin's Place to provide affordable housing.
- (c) That delegate authority be given to the Interim Director of Regeneration to enter into a Pre-Construction Services Agreement with Slough Urban Renewal and approve a budget of £250,000 for SUR to undertake a range of building surveys and preliminary design.
- (d) That SBC should offer the opportunity for the Slough Children's Services Trust to move (mainly) into the 4<sup>th</sup> floor of Observatory House, with SBC managing the move and covering all reasonable costs.
- (e) That the content of Confidential Appendix One be noted.

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

The delivery of new affordable housing in the St Martin's Place ("SMP") building will reduce temporary housing costs whilst providing an income stream which could contribute to the provision of front line services.

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

Consolidating staff from the Slough Children’s Services Trust (“the Trust”) into SBC’s headquarters in the town centre is in keeping with the original economic development objective of purchasing Observatory House. It will increase footfall and spend per head in and around the High Street, which will contribute to increasing the viability of the retail offer during the transitional period until the town centre is redeveloped.

3b. **Five Year Plan Outcomes**

Relocating the Trust into the town centre and redeveloping St Martins Place as affordable housing will address the Five Year Plan outcomes through the following:

**Outcome 1** – Contributing towards a viable and active High Street will help Slough children to grow up happy, healthy and successful;

**Outcome 3** – Contributing towards a viable and active High Street will help encourage people to visit, live or work in Slough;

**Outcome 4** – The delivery of a mix of affordable homes through the conversion of St Martins Place will directly contribute towards our residents having access to good quality homes; and

**Outcome 5** - Contributing towards a viable and active High Street will help attract and retain businesses that provide opportunities for our residents.

4 **Other Implications**

a) Financial - See Confidential Appendix One (contains exempt information)

The £250,000 budget for building surveys and preliminary design will be created within the existing 2020/21 Capital Budget (i.e. from within the North West Quadrant Development) and therefore does not represent any additional pressure on the Council’s Capital Programme nor have any additional revenue implications.

If, following the survey and design work, it is deemed converting St Martin’s Place into Affordable Housing as feasible, a capital bid to fund the conversion will be submitted to inform the 2021/22 Capital Programme.

b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
(b) Agree to revert to the original proposal to remodel SMP to provide affordable housing.	Lose the opportunity to create an integrated approach to delivery with the CCG	The CCG is still committed to working collaboratively with SBC to achieve the mutual objectives, which is still possible on an	4	East Berkshire CCG Primary Care Infrastructure Plan 2020/2025

		alternative site,		
(c) Delegate authority to the Interim Director of Regeneration to enter into a Pre-Construction Services Agreement with Slough Urban Renewal and approve a budget of £250,000 for SUR to undertake a range of building surveys and preliminary design	SMP might not be structurally suitable for conversion	As part of the investigations a full building and structural survey will be undertaken	4	The completed building will benefit from construction warranties
(d) Agree that SBC should offer the opportunity for the Trust to move (mainly) into the 4th floor of Observatory House, with SBC managing the move and covering all reasonable costs.	The available space at 25 Windsor Road is circa 30% greater than the combined space at LMP/SMP and will become a financial drain.	The Council will seek to lease-out space to third party organisations to reduce liability and generate an income stream.	6	The Council plans to reduce from an 8:10 to 5:10 desk ratio as part of the Transformation Agenda. This will create additional space to lease, generating additional income.
(d) Agree that SBC should offer the opportunity for the Trust to move (mainly) into the 4th floor of Observatory House, with SBC managing the move and covering all reasonable costs.	Substantially less car parking than Montem	The new office is immediately beside Herschel car park and comes with 246 spaces on a long lease.	2	The space currently enjoyed at Montem would no longer be available once the Montem site residential redeveloped works commence on site.

c) Human Rights Act and Other Legal Implications

No Human Rights Act or other legal implications are considered to arise from the recommendations contained in this Report.

d) Equalities Impact Assessment (compulsory section to be included in **all** reports)

Releasing SMP for conversion to affordable housing would make a very positive impact on the outcomes contained in the Housing Strategy and would directly benefit the most disadvantaged groups.

e) Property Implications - see Section 5 below

## 5 **Supporting Information**

### **Background**

- 5.1 On 28 May 2018, Cabinet agreed to a recommendation to purchase the freehold interest of 25 Windsor Road, which included a budget for associated costs including fit-out and IT infrastructure. At the same meeting, Cabinet agreed that SMP should be redeveloped to provide a mix of social and affordable housing that would make a material contribution to the Housing Strategy.
- 5.2 In the most recent update to Cabinet (September 2019), it was noted that East Berkshire Clinical Commissioning Group (“the CCG”) had signed non-binding HoTs to lease space at SMP. However, any final (unconditional) lease decision would be subject to sign-off by the NHS, Department of Health and Social Care and HM Treasury as part of a wider programme. The expectation was that the CCG would be able to provide a definitive update on its ability to go unconditional by the end of 2019.
- 5.3 Feedback from the CCG was received in December 2019. Whilst the CCG remains very keen to work with SBC to develop an integrated approach to service delivery; it did not receive sign-off for the SMP project within required timescales. This position has coincided with unanticipated in-year and future year financial pressures associated with the performance of Slough Children’s Services Trust (“the Trust”), which has already been reported to Cabinet, which would be exacerbated by continuing to operate services from two main corporate buildings.

### **Redevelopment of SMP**

- 5.4 The Council’s preferred option in May 2018 was to redevelop SMP via Slough Urban Renewal (“SUR”) as a residential Community Project. This would have involved SBC paying the full conversion cost.
- 5.5 In order to meet various forms of housing need, including alleviating homelessness and reducing the use of expensive temporary accommodation, it was agreed that the entire development should be designated as social and affordable housing.
- 5.6 SUR has provided an updated cost estimate for Council budgeting purposes, which indicates a material increase in the conversion costs, including build cost inflation. At present no surveys have been commissioned in relation to the existing structure (roof, electrical, M&E installations, asbestos etc) or components like the roof, windows and foundations. Therefore, the cost estimate could reasonably be described as a worst case that includes a large contingency and a risk factor built into the construction cost.
- 5.7 Against this background, the recommendation is that the SBC should take an incremental approach. The Council has the ability through SUR to initiate the redevelopment of SMP as a Community Project and progressively commission each stage. The first stage would be to commit to undertaking preliminary design and surveys to define the project scope. This would be achieved by entering into a Pre-Construction Services Agreement (“PCSA”).



- 5.8 Based on feedback from SUR, the cost of undertaking a preliminary design and a full suite of condition surveys would be £250k. Since the PCSA has a gateway approach already built-in, entering into a PCSA to commission the early design/surveys would enable the project cost estimate to be revised and allow the risks to reduce without committing the Council to further costs and inform the scope should there be a limited capital budget. Since the design and surveys would be owned by SBC, the information could be used by the Council to assess this route to delivery through SUR or alternative procurement methods in the event that the SUR price was considered uncompetitive.
- 5.9 Subject to entering into a PCSA with SUR by the end of March 2020, the project could be on site in Q1 2021. Assuming an 18 construction month programme, the development could be complete by Q3 2022.
- 5.10 In making this recommendation, SBC is not dismissing the potential of a future partnership with the CCG and maintains its shared One Public Estate (“OPE”) objectives with healthcare providers. Whilst the timescales have not worked for SMP, the CCG is still committed to working collaboratively with SBC to achieve mutual objectives associated with the East Berkshire CCG Primary Care Infrastructure Plan 2020-2025.

### **Slough Children’s Services Trust**

- 5.11 The idea of leasing space to the CCG allowed the Trust to remain in SMP, albeit that it would need to give up some ground floor space. However, subject to Cabinet reaffirming its previous decision to redevelop SMP for residential use, the Trust will need to move to alternative premises.
- 5.12 Based on the License Agreement between the parties, should SBC wish to sell, convert, demolish or redevelop SMP, it can serve 3 months notice to the Trust. In doing so, the agreement states that the Council would need to provide alternative accommodation and pay all relocation costs. The agreement contains no definition of “*alternative accommodation*” other than to say that it must provide equivalent space.
- 5.13 SMP provides 61,000 sqft of space over three floors. At present, the Trust occupies the ground floor of SMP with the exception of the Venus suites and shared reception area, estimated to be in the region of 15,000 sqft. With no obvious alternative, the logical solution is to move the Trust into Observatory House. The vacant 4<sup>th</sup> floor has a Gross Internal Area of 18,489 sqft; therefore it exceeds the requirements of the License Agreement.
- 5.14 The potential to provide a separate public access and ground floor meeting space is being examined. The budget cost and implications will need to be subject to further review.

### **Observatory House**

- 5.15 The business case for the acquisition of Observatory House worked on the basis that the revenue position would be cost neutral by 2021. It made the assumption that the Council will occupy floors 0-3 (72,123 sq.ft.), leasing out 35,612 sq.ft. on the top two floors to generate a commercial income stream

that would offset borrowing costs. This position has subsequently changed for the following reasons.

- 5.15.1 Observatory House has been used to accommodate returning staff from Arvato, following the decision to return these services to the Council; and
  - 5.15.2 As described above, the redevelopment of SMP for residential use means that back-office Children's Services will now be undertaken mainly from the 4<sup>th</sup> floor of Observatory House.
- 5.16 As a consequence of the above and as agreed in June 2019, the Council is now seeking to lease only 17,123 sqft on the top floor.
- 5.17 The Council is speaking to potential occupiers and remains on-track to lease the available space and generate a commercial return. Whilst highly sensitive at this stage, the prospective occupiers will make a substantial contribution to future Regeneration and/or Economic Development strategies.
- 5.18 The financial impact of the above is discussed in Confidential Appendix One.

## 6 **Comments of Other Committees**

- 6.1 This report has not been considered by any other committees.

## 7 **Conclusion**

- 7.1 Relocating the Council's headquarters back into the town centre was a long-term aspiration for the Council and sent a clear message to current and potential investor's that SBC has confidence in Slough as a major destination for commercial-led regeneration.
- 7.2 Whilst delayed due to aspirations to introduce an integrated care hub, the proposed redevelopment of SMP into a mix of social and affordable housing will provide at least 64 new apartments for rent, which will help to meet growing demand and reduce pressure on the general fund.
- 7.3 In purchasing Observatory House, it was noted that the acquisition would introduce a degree of risk associated with the initial unoccupied space, which could introduce budget pressures in financial years 2018/19 to 2020/21. The expectation was that the building will be fully occupied within three years and, at worst, generate a short-term revenue pressure.
- 7.4 This report has shown that whilst the business case is slightly behind schedule, the cost of moving to Observatory House by the financial year 2020/21 is still £0.5m better than the agreed "Worst Case". Looking further ahead, it demonstrates that the Council will benefit from an overall estates cost saving of £0.150m by 2021/22, increasing to £0.730m per year by 2023/24. It can therefore reasonably be concluded that the base business case from 2018 will be outperformed.
- 7.5 Importantly, moving the Council's HQ into the town centre was not purely motivated by reducing costs. This long-term aspiration reflected a desire for the Council to play a key role in economic development and inclusive growth

by increasing footfall. This objective has already been achieved, but will be developed further through the leasing of commercial space.

**8. Appendices**

Appendix 1 – Business Case Update (contains exempt information and is included in Part II of the agenda)

**9. Background Papers**

None.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> March 2020

**CONTACT OFFICER:** Surjit Nagra, Service Lead - People, Christine Ford, Diversity and Inclusion Manager  
(For all enquiries)

**WARD(S):** All

**PORTFOLIO:** Cllr Balvinder S Bains, Inclusive Growth and Skills  
Cllr Natasa Pantelic, Health and Wellbeing

**PART I**  
**NON-KEY DECISION****STATUTORY EQUALITIES REPORT (INCLUDING GENDER PAY GAP REPORT)****1 Purpose of Report**

To present to Cabinet the *2020 Equality and Diversity Report* in accordance with the Public Sector Equality Duty (Equality Act 2010). This includes the 2019 gender pay gap figures and gender pay gap action plan.

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

The Cabinet is requested to resolve:

- (a) That the annual developments and progress with the council's current equality objectives be noted:
  - (i) To have a representative and inclusive workforce
  - (ii) To reduce inequalities in service access and outcomes
  - (iii) To improve equality of opportunity through fair and evidence-based decision-making
  - (iv) To help foster good community relations and community cohesion
- (b) That the independently calculated and verified results of the 2019 gender pay gap for Slough Borough Council employees and the associated action plan for 2020-21 be noted.

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

- (a) Reducing inequalities and promoting improved outcomes for all groups 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

(b) **Five Year Plan Outcomes**

Reducing inequalities and “closing the gaps” is a cornerstone of the vision expressed in the Five Year Plan. Reference to the statutory equality objectives is explicitly made in the Five Year Plan and reflected in the associated outcome plans.

4 **Other Implications**

(a) **Financial**

There are no financial implications of the proposed action in terms of allocated budgets. There is potential risk of financial penalty for non-compliance with statutory reporting and risk arising from future discrimination claims if the council is found to be in breach of the Equality Act (2010).

(b) **Risk Management**

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Progress against Equality Objectives	Legal challenge of non-compliance with Public Sector Equality Duty	Reporting requirements met		Annual updates reported.
Compliance with Gender Pay Gap Reporting	<p>Legal challenge of non-compliance with duty to report gender pay gap.</p> <p>Inequality in the workforce can affect recruitment and retention of staff</p> <p>Can help identify any potential areas of indirect discrimination</p>	<p>Gender Pay Gap has been independently audited and verified as accurate and compliant, based on all currently available payroll data.</p>		Action plan has been refreshed for 2020-21

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

Slough Borough Council has a statutory duty to eliminate discrimination and promote equality of opportunity for its service users and workforce (Public Sector Equality

Duty, Equality Act 2010). It has been a statutory duty for the council to publish its gender pay gap annually from March 2018.

The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
- *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;*
- *Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*
- *The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*

*Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:*

- *Tackle prejudice, and*
- *Promote understanding.*

- *Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.*

*The relevant protected characteristics are:*

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

(d) Equalities Impact Assessment

The gender pay gap action plan aims to promote pay gender quality. A separate EIA for the gender equality action was completed in July 2018 and had been refreshed for 2020. No negative impacts have been identified.

Workforce

An equality objective relates specifically to the council's workforce; the council is committed to being an inclusive employer, attracting and retaining a talented and committed workforce from all backgrounds. It is also committed to promoting gender equality and reducing the gender pay gap where possible.

**5 Supporting Information**

- 5.1 The 2020 Equality and Diversity report details the council's commitment to diversity and inclusion. In terms of its workforce, the council has improved its ability to collect diversity information on employees and uses regular workforce analysis to support employee inclusion at all levels. The Corporate Management Team receives quarterly updates on diversity and inclusion statistics, and 6 monthly updates with progress against the gender pay gap action plan.
- 5.2 We aim to offer an inclusive environment for all employees to thrive and achieve their full potential. Appointments are based on merit and we are committed to recruiting the best person for the job. Like most other local authorities, the council employs more women than men. Women outnumber men at all salary levels up to £70,000 p.a; however, most Senior Leadership Team post holders are men. This is explored further in the gender pay gap section of the main report (Appendix A). The council is broadly representative in terms of BAME (Black and Minority Ethnic) and non-BAME staff and analysis of recruitment monitoring shows we continue to receive applications from applicants from a wide range of ethnic backgrounds. Around 7% of staff have declared a disability, although there are a high number of non-disclosures in this respect. The council is committed to supporting applicants and staff who have a disability and wishes to encourage disclosure. We have also continued our work supporting LGBT+ colleagues, working with Stonewall as a Diversity Champion.
- 5.3 The council continues to make steady progress against its statutory equality objectives and details of these and general developments in equalities work throughout 2019 can be found in the main report (Appendix A). However, it is recognised that data collection needs to be improved across service areas to help identify main equalities issues and shape future policies to close these gaps.
- 5.4 The 2019 gender pay gap figures show that the mean pay gap has reduced from 4.7% in 2018 to 3.1%. The median pay gap remains in favour of women at -2.8%.
- 5.5 A key action of the first gender pay gap action plan was to establish a Women's Network group. The SBC Women's Network was established in 2019 and is open to all female employees, at all levels of the council. The Network seeks to inform the development of council policy and procedures relating to the working lives of female staff and enable them to come to together, share experiences, opportunities and



knowledge, offer mutual support and discuss issues that are important to them .Key themes for the first year are organisational values and behaviours, career progression, culture and policy review.

- 5.6 The gender pay gap action plan has been refreshed to reflect the latest findings on what interventions are most effective in closing the gap and promoting gender equality, and is included in the final report.
- 5.7 The 2020 Equality and Diversity report will be published on [www.slough.gov.uk](http://www.slough.gov.uk). The gender pay gap figures will also be published on the national gender pay gap website <https://gender-pay-gap.service.gov.uk/>

## 6 **Comments of Other Committees**

None

## 7 **Conclusion**

The promotion of equality and diversity - both for employees and residents - is a key priority for the council. The *2020 Equality and Diversity Report* shows where progress is being made and the challenges that still remain in closing some of the persistent gaps. In terms of gender equality, the council is one of a very few organisation to have a negative median gender pay gap. However, although representation of women is good across all salary bands, there remains under –representation in the most senior positions (£70,000) p.a. The council is committed to reducing the gap still further and has an action plan in place.

## 8 **Appendices Attached**

'A' - *2020 Equality and Diversity Report*

## 9 **Background Papers**

1. Five Year Plan

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# **Slough Borough Council Annual Equality & Diversity Report**

**(Incorporating Equality Objectives Update and 2019 Gender Pay Gap Report  
and Action Plan)**

## **2020**

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## 1. Introduction and Local Demographics

Local Authorities are required, in accordance with Section 149 (1) of the Equality Act 2010, to publish data which demonstrates their compliance with the Public Sector Equality Duty. Slough Borough Council strives to embed equality considerations into all its services and employment practices. This report updates the information published in 2019. It sets out the currently available equality data relating to Slough Borough Council's employees and updates progress made in equal opportunities for both service users and employees over the past 12 months. The 2019 gender pay gap report is also incorporated into this report, together with an update on progress with the gender pay gap action plan.

### Slough Demographics

Throughout 2019, Slough Borough Council continued to analyse and make use of demographic and other statistical information on the make-up and life experiences of our residents. This data comes largely from the 2011 Census, but also from other primary data sets (ONS population estimates and research, employment statistics, benefit claimants, crime statistics etc.)<sup>1</sup>

#### *Age and Gender*

In 2018, Slough had an estimated population of 149,112. Gender is split almost evenly between men and women, with very slightly more males than females. Slough's population is significantly younger than the national average, with a median age of 34.8 years (compared to 40.1 years for England as a whole) and a distinctive working age cohort.

In 2018 9.96% of Slough's population were estimated to be over the age of 65. This is estimated to grow to 15.94% by 2041.

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<sup>1</sup> The population, ethnicity and nationality estimates quoted above and on the following pages are taken from ONS research which updates 2011 Census figures see <https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/methodologies/researchreportonpopulationestimatesbycharacteristics>

<b>Slough - mid-2018 - 5 year age groups</b>						
<b>Age</b>	<b>Numbers</b>			<b>Percentage</b>		
	<b>Males</b>	<b>Females</b>	<b>All</b>	<b>Males</b>	<b>Females</b>	<b>All</b>
<b>0 to 4</b>	6,649	6,178	12,827	4.5%	4.1%	8.6%
<b>5 to 9</b>	6,572	6,455	13,027	4.4%	4.3%	8.7%
<b>10 to 14</b>	5,753	5,556	11,309	3.9%	3.7%	7.6%
<b>15 to 19</b>	4,456	4,158	8,614	3.0%	2.8%	5.8%
<b>20 to 24</b>	4,203	3,706	7,909	2.8%	2.5%	5.3%
<b>25 to 29</b>	4,662	4,630	9,292	3.1%	3.1%	6.2%
<b>30 to 34</b>	5,737	6,476	12,213	3.8%	4.3%	8.2%
<b>35 to 39</b>	7,223	7,171	14,394	4.8%	4.8%	9.7%
<b>40 to 44</b>	6,462	5,559	12,021	4.3%	3.7%	8.1%
<b>45 to 49</b>	5,333	4,815	10,148	3.6%	3.2%	6.8%
<b>50 to 54</b>	4,507	4,308	8,815	3.0%	2.9%	5.9%
<b>55 to 59</b>	3,764	3,744	7,508	2.5%	2.5%	5.0%
<b>60 to 64</b>	3,120	3,059	6,179	2.1%	2.1%	4.1%
<b>65 to 69</b>	2,479	2,367	4,846	1.7%	1.6%	3.2%
<b>70 to 74</b>	1,566	1,854	3,420	1.1%	1.2%	2.3%
<b>75 to 79</b>	1,263	1,415	2,678	0.8%	0.9%	1.8%
<b>80 to 84</b>	840	1,129	1,969	0.6%	0.8%	1.3%
<b>85 to 89</b>	462	783	1,245	0.3%	0.5%	0.8%
<b>90+</b>	220	478	698	0.1%	0.3%	0.5%
<b>Total</b>	<b>75,271</b>	<b>73,841</b>	<b>149,112</b>			

### *Ethnicity and Nationality*

Slough is one of the most ethnically diverse towns in the UK. The last comprehensive national survey of ethnicity remains the 2011 Census. However, it is likely that there have been significant changes in Slough's ethnic profile in the period since 2011. In a research report of 2016, the ONS estimated the following ethnicity profile for Slough residents:

White British:	29.25% (43,000)
White Other:	13.61% (20,000)
Mixed Race:	2.04% (3,000);
Asian/Asian British:	43.53% (64,000)
Black/Black British:	9.52% (14,000)
Other:	2.04% (3,000)

In the same research, the ONS estimated that approximately 86,000 (58.5%) of Slough residents were born in the UK and 61,000 (41.5%) were non-UK born.

112,000 (76.2%) were estimated to be British nationals and 35,000 (23.8%) non-British nationals.

By comparison, across the UK approximately 79.97% were estimated to be White British; 6.35% White Other; 1.62% Mixed Race; 7.20% Asian; 3.15% Black; and 1.72% Other.

Thousands											
Area Name	Total	White British	All Other White	Mixed	Asian	Black	Other	UK Born	Non-UK Born	British	Non-British
Slough	147	43	20	3	64	14	3	86	61	112	35

### *Languages*

A key consideration for the planning and delivery of local public services is the wide range of languages spoken in Slough. The 2019 school census recorded around 150 languages and dialects spoken in Slough schools. After English, the most popular languages spoken are Urdu, Punjabi and Polish. Whilst many households have at least one member who speaks English as a main language, the 2011 Census revealed that 15.5% of households do not include anyone for whom English is the main language.

### *Religion and belief*

The majority of Slough residents follow a religion, with the town having one of the lowest recordings nationally of people declaring “no religion” in the 2011 Census. Slough has the largest proportion of Sikh residents in the country (at 10.6%). Nearly one quarter of residents are Muslim (23.3%). 41.2% of residents are Christian.

	2001	2011
Christian (%)	53.7	41.2
Buddhist (%)	0.2	0.5
Hindu (%)	4.5	6.2
Jewish (%)	0.1	0.1
Muslim (%)	13.4	23.3
Sikh (%)	9.1	10.6
Any other religion (%)	0.3	0.3
No religion (%)	11	12.1
Religion not stated (%)	7.7	5.7

Source: [2011 Census](#)

### *Disability*

In the 2011 Census, 9,322 residents 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.

Detailed information about the health profile of Slough can be found in the Joint Strategic Needs Assessment:

<http://www.slough.gov.uk/council/joint-strategic-needs-assessment/jsna-summary-and-why-we-need-it.aspx>

### *Sexual Orientation and Gender Reassignment*

There is no accurate information on the number of Lesbian, Gay, Bisexual, or Transgender (LGBT) people in Slough. Several estimates for the nationwide percentage of lesbian, gay and bisexual individuals exist, with the Office for National Statistics placing it at 2.0% in 2016, while the LGBT Foundation places it at 5-7%. Similarly, while the number of transgender and non-binary individuals in Slough remains unclear, the LGBT foundation estimates that 300,000 people in the UK are transgender. The ONS has concluded that there is a need for greater information about LGBT individuals, and is currently consulting on how best to generate this data.



## 2 Equality Objectives

In accordance with the Public Sector Equality Duty, the council is required to set equality objectives at least every four years. The current objectives were set in 2017 and relate to our workforce, data collection, service delivery (with a specific focus on education, public health and housing), and community cohesion.

In 2020 we will be reviewing these to ensure they remain focused on the most important areas for our workforce and residents.

### Workforce:

*Equality Objective: "Slough Borough Council will have a representative and inclusive workforce"*

We will:

- Improve recruitment processes to make them more accessible and attractive to disabled applicants.
- Promote agile and flexible working practices for all.
- Grow and develop talent from within the organisation.
- Develop a well-trained workforce of staff and managers at all levels, which understand and promote dignity at work for all.
- Promote SBC as a supportive workplace for LGBT staff (through the development of staff- networking groups, awareness –raising articles and staff training and engagement).

Some highlights:

- All council buildings are fully compliant under the Equality Act 2010. Dedicated disabled toilets and parking are available for disabled staff.
- Buildings Management has worked extensively with staff, including the LGBT+ Allies Network and Employees with Disabilities Forum to ensure that council offices offer an inclusive working environment. This includes providing a working environment that supports colleagues with disabilities and the provision of several gender neutral toilet facilities.
- SBC has *Disability Confident Employer* status. We are committed to supporting colleagues who have a disability and actively encourage candidates with disabilities to apply for positions.
- There is an active *Employees with Disabilities Forum*, which meets regularly to support staff with disabilities and provides consultative advice to HR and service managers on a wide range of disability – related issues. Most recently it has assisted with consultation on new HR policy review and development, including Sickness Absence and Leave, and the move to our new corporate head office.

- Comprehensive Human Resources policies are in place to support all staff, including a *Dignity at Work Policy* (focusing on tackling discrimination, harassment and bullying etc.) as well as a suite of family-friendly policies. The *Smart Working Policy* is in place to support managers and staff in working differently. This is designed to enable us to transform the ways we deliver services; however has clear benefits to staff in improving well-being and work-life balance. The council is also in the process of revising policies around Leave, including further support to staff with caring responsibilities including foster carers, and those who volunteer.
- There is a dedicated 24 hr Employee Assistance Programme, which offers independent, confidential advice on a wide range of issues including bullying and harassment.
- 2019 continued the work of the Employee Engagement Forum, which meets regularly to share ideas on how to improve communication between staff and senior leaders and carry out activities to improve employee engagement. In September 2019 the council held its fifth all Staff Conference, committed to supporting a diverse, inclusive and talented workforce.
- The council continues to focus on internal recruitment in the first instance. All posts are advertised internally for a 2 week period before being externally advertised.
- 2019 saw the second year of the Slough Academy, which aims to grow our own talent through continuous professional development. Diversity and inclusion are key themes of the new apprenticeship reforms and aim to widen participation from all backgrounds and all ages, breaking down barriers and occupational segregation ( a significant factor in the gender pay gap).
- In 2019 we strengthened our partnership with Stonewall, the leading LGBT+ charity. We are a member of their Diversity Champions Programme. We also submitted evidence as part of the Stonewall Workplace Equality Index and will be reviewing actions to improve LGBT + inclusion throughout 2020.
- Throughout 2019 we have worked with Stonewall to review HR policies to ensure they are LGBT+ inclusive. We have also developed a new policy to support Trans Staff.
- We continue to work on gender equality via the gender pay gap action plan, which has been refreshed this year. The *SBC Women's Network* was established in 2019 and is open to all female employees, at all levels of the council. Network seeks to inform the development of council policy and procedures relating to the working lives of female staff and enable them to come to together, share experiences, opportunities and knowledge, offer mutual support and discuss issues that are important to them .Key themes

for the first year are organisational values and behaviours, career progression, culture and policy review.

- Articles around diversity and inclusion feature regularly in the council's internal staff magazine, *Grapevine*.
- Equality and Diversity e-learning is mandatory for all employees as part of the corporate learning requirements. In 2020, a new management training programme will be rolled out, with diversity and inclusion embedded into key themes such as recruitment and working environments. A new e-learning course on Transgender awareness was made available in 2019.
- Based in the People Service, the diversity and inclusion manager provides expert advice and training support as required.

### **Workforce Profile:**

The council monitors the profile of its existing and potential workforce. The Corporate Management Team reviews diversity statistics on a quarterly basis. Full details of the workforce, as of 31 December 2019, can be found in Appendix A. All equalities monitoring is voluntary and there are areas where data is incomplete. The diversity profile of applicants is only available when the applicant has voluntarily supplied the information, and only for directly recruited positions, not those recruited through an agency or other third party. All diversity information is separated from the application form during the application process and is only used for statistical analysis.

Salaries by gender are shown by both Full Time Equivalent and Actual. Senior Management Levels (SML) incorporates the most senior management levels in the council, including the Chief Executive, Directors and Service Leads. Full details of pay grades can be found at <http://www.slough.gov.uk/jobs/pay-scales-and-grades.aspx>

### **Key Points:**

- Total headcount as of 31 December 2019 was 1260.
- 36 % of the workforce is from a Black, Asian or Minority Ethnic (BAME) background with around 25% of staff being of Asian or Asian British ethnicity (the largest ethnic group after White/White British). 20% of staff have not declared an ethnicity. We are actively encouraging staff to complete their diversity profiles on our confidential, self –service HR system.
- The council employs more women than men (64.5% to 35.5%). This follows a long-standing national trend in local government and there has been very little change in this proportion over the past few years.

- 55% of staff are aged between 41 years and 60 years. Around 13% of staff is aged less than 30 years.
- Women are proportionally represented in most salary bands (Full Time Equivalent). There are more women than men in all salary bands up to £69,999. However, men outnumber women in salary bands over £70,000.
- BAME staff are consistently represented across all salary bands, although representation is slightly lower in salary ranges £40-60,000, and in the highest paid positions (£70,000 and above). It should be noted though that around 20% of staff have not declared an ethnicity.
- Women make up the vast majority (80%) of the part-time workforce.
- 7% of staff have declared a disability. However, over three quarters of staff have not stated their disability status.
- The council continues to attract more female applicants than men across most job grades. However, in 2019 there were more male applicants than female applicants for positions of pay grades Level 9 and above (£45,558 + p.a)
- The council continues to attract applicants from a range of ethnic groups, with a significant number of applicants declaring a BAME background.
- Almost twice as many women joined the council in 2019 as men.
- 85 new starters in 2019 who declared an ethnicity were from a BAME background (25%),

## Data Collection:

*Equality Objective: "Slough Borough Council will improve equality of opportunity through fair and evidence-based decision-making"*

We will:

- Improve the collection and use of quantitative and qualitative information available on the impact of major decisions on different equality groups.
- Ensure residents have the opportunity to have their views heard on all major decisions.
- Commit to mitigating negative impacts, wherever reasonable and proportionate.

At Slough Borough Council we believe that reliable data should be available across the organisation to enable effective decision-making, constructive challenge and service improvements. A range of monitoring data should be made available to the right people at the right time to assess our progress, including assisting in determining long-term equality objectives.

A key aim of Slough Borough Council is to collect the correct personal data from individuals in the most efficient way. This will in turn allow this information to be used to measure the impact of major decisions on different groups (and mitigate any negative impacts wherever reasonable and proportionate).

To gain access to high quality equality information, we will:

- Continue to collect equality data from:
  - Employees
  - Service applicants and users
  - Complaints
  - Surveys
  - Consultations
  - Discussion groups
  - Forums.
- Review current data collection methods (e.g. surveys) to improve coordination and consistency, which over time will provide more robust equality data.
- Ensure that equality data collection is factored into decision-making when working on major projects, particularly in relation to new systems and digital initiatives (e.g. the Slough Borough Council website).

### *Corporate Equalities Monitoring Form*

These are the recommended corporate guidelines which are used in recruitment and selection monitoring, service monitoring and consultations, where practical and relevant to the service. The form has recently been updated to include non-binary gender classifications. Equalities information is supplied by the individual on a voluntary basis. There is no mandatory requirement to supply the data. Service areas can modify the form to collect additional information (e.g. Wider ethnic groups, languages etc.), where appropriate.

### *Equality Impact Assessments (EIA)*

The Equality Act 2010 requires all public bodies, to pay “due regard” to the impact of policies and decisions on equality groups. Analysis should be evidence – based and reasonable and proportionate to the decision /policy considered. SBC has agreed that the best way to ensure this happens is to continue to conduct Equality Impact Assessments on all relevant new policies and whenever significant changes are being made to existing policies or services. A standard template has been implemented, a summary of which is referenced on Cabinet Reports. All public Cabinet Reports are available from [www.slough.gov.uk](http://www.slough.gov.uk) it is recommended that EIAs are conducted:

- Before a plan is made to change or remove a service, policy or function to assess any potential impacts, positive and negative, in a proportionate way and with relevance;
- To make decisions that are justified, evidenced, relevant and identify any mitigating proposals;
- To prioritise expenditure in an efficient and fair way; and
- To have a record showing that the potential impacts have been considered and that decisions are based on evidence.

*Equality Objective “Slough Borough Council will reduce inequalities in service access and outcomes”*

*Focus on educational achievement:*

We will support schools in:

1. reducing gaps in attainment and progress for reading, writing and mathematics at Key Stage 2 between Special Educational Needs (SEN) and non SEN pupils, and between disadvantaged and non disadvantaged pupils, both within Slough and nationally.
2. reducing gaps in attainment and progress at Key Stage 4 in ‘progress 8 measures’ between SEN and non SEN pupils and between disadvantaged and non disadvantaged pupils, both within Slough and nationally.
3. reducing gaps in attainment and progress at all key stages between pupils of different ethnic backgrounds and in particular white British pupils, both within Slough and nationally.
4. in raising the attainment and progress of all pupils in achieving a ‘Good level of development’ in the Early Years Foundations Stage.

Slough schools are incredibly diverse. The following chart shows recorded ethnicity (schools census 2019).

**Ethnicity of pupils as collected from Spring School Census 2019**

	<b>Ethnic Background</b>	<b>Number</b>	<b>Percentage</b>	
Asian or Asian British	Asian Heritage - Any Other	1445	4.5%	50.3%
	Asian Heritage - Bangladeshi	258	0.8%	
	Asian Heritage - Indian	6232	19.5%	
	Asian Heritage - Pakistani	8165	25.5%	
Asian or Asian British Total		<b>16100</b>		
Black or Black British	Black Heritage - African	1944	6.1%	7.9%
	Black Heritage - Any Other	218	0.7%	
	Black Heritage - Caribbean	359	1.1%	
Black or Black British Total		<b>2521</b>		
Mixed Heritage	Mixed Heritage - Any Other	1391	4.3%	9.5%
	Mixed Heritage - White & Asian	844	2.6%	
	Mixed Heritage - White & Black African	301	0.9%	
	Mixed Heritage - White & Black Caribbean	491	1.5%	
Mixed Heritage Total		<b>3027</b>		
Other	Chinese Heritage	43	0.1%	5.7%
	Other Heritage	1239	3.9%	
	Unclassified Heritage	539	1.7%	
Other Total		<b>1821</b>		
White Heritage	White Heritage - Any Other	3623	11.3%	26.7%
	White Heritage - British	4573	14.3%	
	White Heritage - Gypsy/Roma	188	0.6%	
	White Heritage - Irish	120	0.4%	
	White Heritage - Traveller of Irish Heritage	27	0.1%	
White Heritage Total		<b>8531</b>		
Grand Total		<b>32000</b>	<b>100%</b>	<b>100%</b>

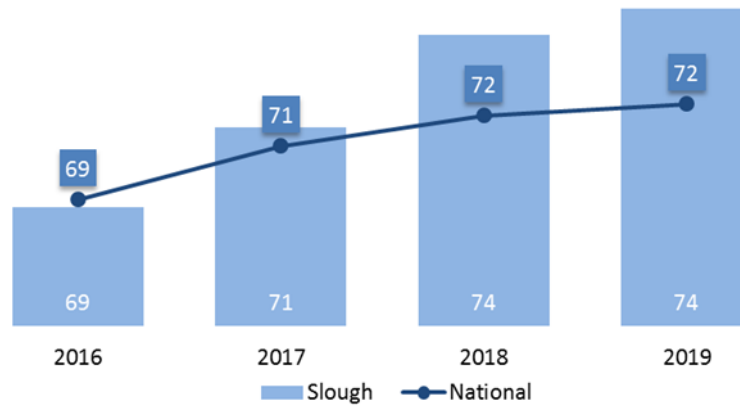
**Key Points:**

- Girls are outperforming boys at all key stages but the gaps are greatest at KS2.
- Outcomes for disadvantaged pupils are above the national average at KS2 and KS4.
- The gap between disadvantaged and all other pupils is also lower than the national gap at KS2 and KS4
- Pupils of White British origin and White Other origin are the lowest performing ethnic groups and the Indian group are the highest performing. However, the biggest correlations for low attainment continue to be gender, disadvantage and SEND.



## The Early Years Foundation Stage (EYFSP)

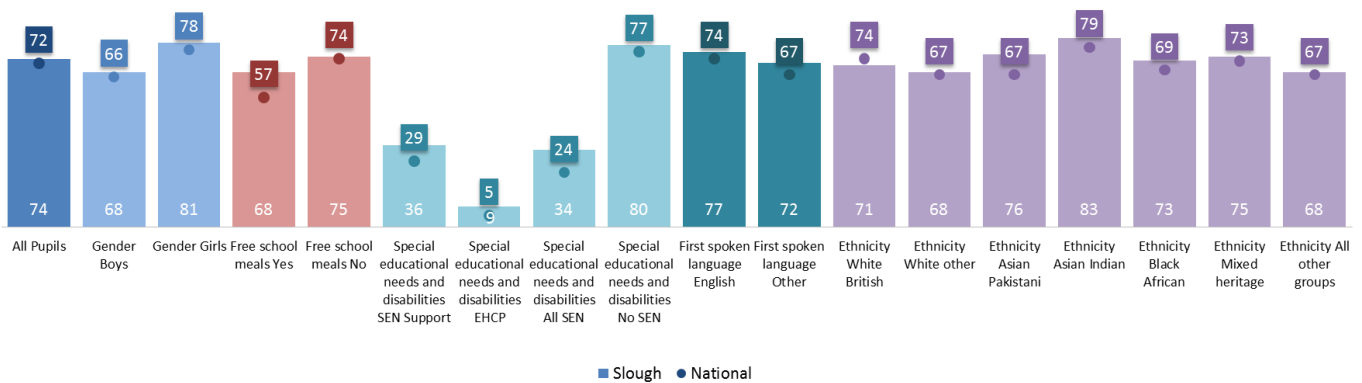
Percentage achieving a good level of development



The Early Years Foundation Stage Profile (EYFSP) is completed at the end of the reception year. A child achieves a good level of development (GLD) if they attain expected or exceeding in all of the prime early learning goals (ELG) and the ELGs in literacy and mathematics. In summer 2019 the proportion of children achieving GLD for the LA was **74%** compared to a national average of **72%**. The LA GLD has exceeded the national figure for the last two years.

## Outcomes by pupil group

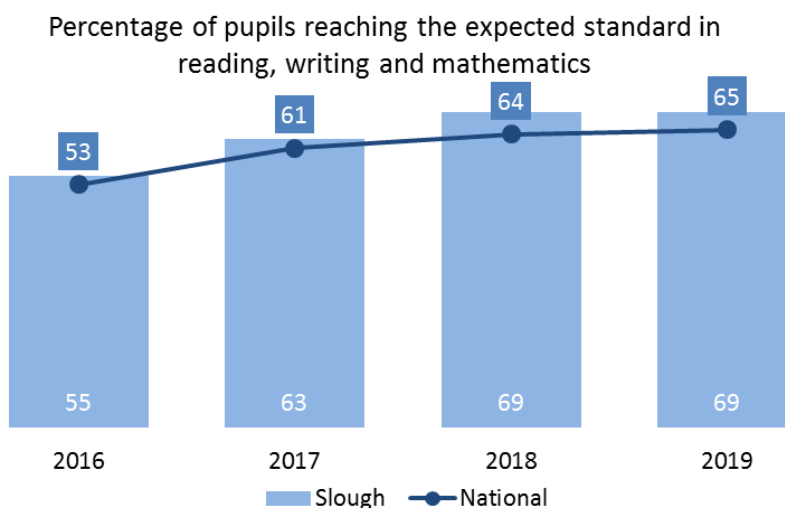
Achievement by pupil group in Slough schools in early years: 2018/19  
Percentage of children achieving a good level of development at EYFSP



In 2019 outcomes for all pupil groups in Slough were in line with or above national average with the exception of White British pupils which were 3% below the achievement of similar pupils nationally.

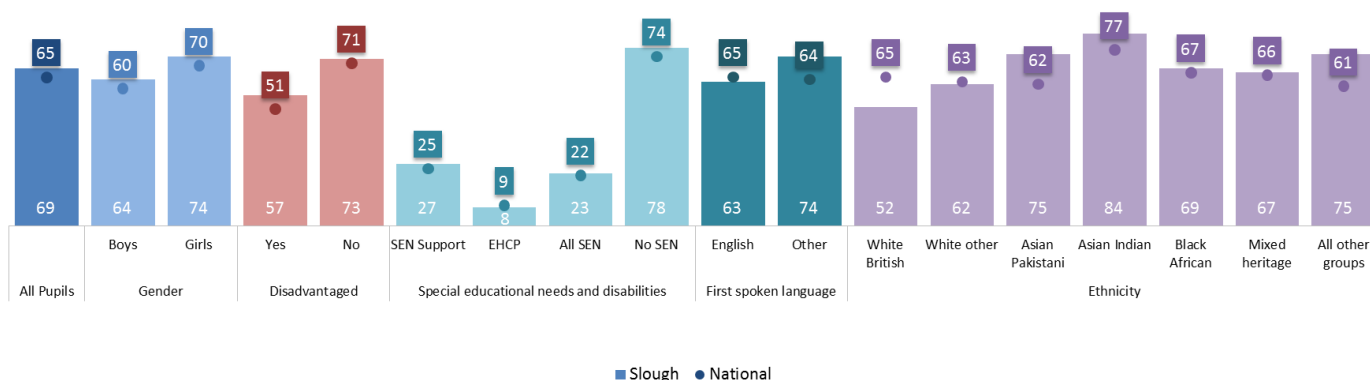
## Key Stage 2

Outcomes in Slough primary schools for reading, writing and mathematics at Key Stage 2 have continued to be above the national average



## Outcomes by pupil group

Achievement by pupil group in Slough schools at key stage 2: 2018/19  
Percentage of children achieving the expected standard in reading, writing and mathematics



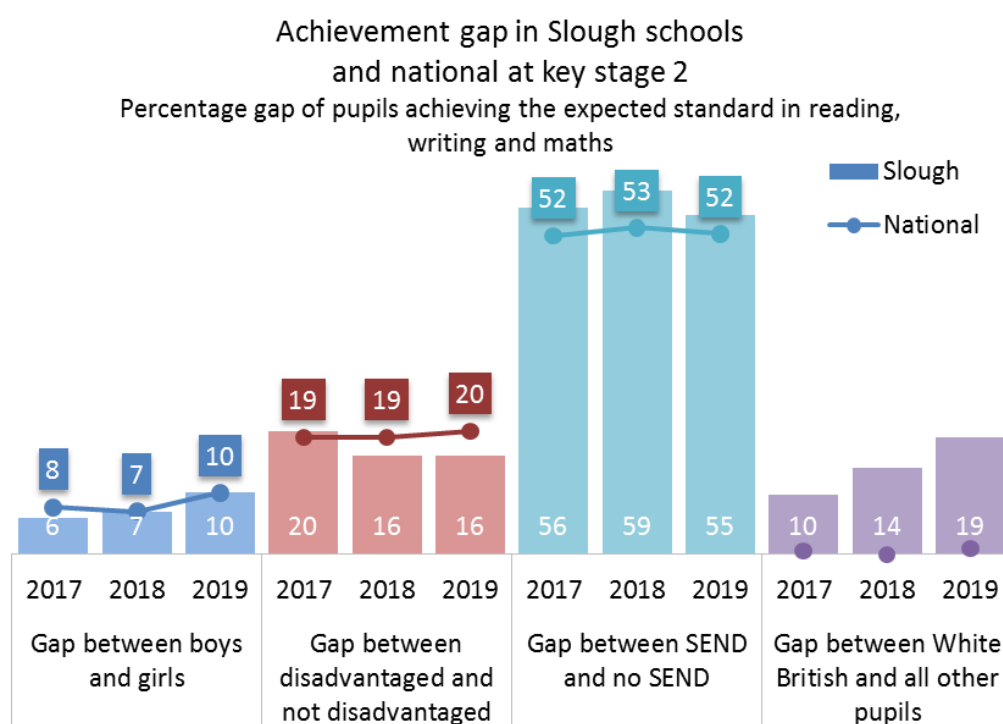
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2019 outcomes for most pupil groups, including disadvantaged pupils, in Slough were in line with or above national average.

Attainment outcomes for Asian Pakistani and Asian Indian pupils are particularly high and also significantly above the national average for similar pupils.

Outcomes for the following groups are below national average for similar pupils:

- White British pupils
- Pupils of White Other heritage



### Gender Gap

The gap between boys and girls within the LA in 2019 is in line with the gap between boys and girls nationally.

### Disadvantaged Gap

The gap between pupils who are disadvantaged and those who are not disadvantaged within the LA is smaller than the gap nationally. In 2017 the gap in the LA was 1% higher than the national average however this has reduced to 16% in 2018 and 2019.

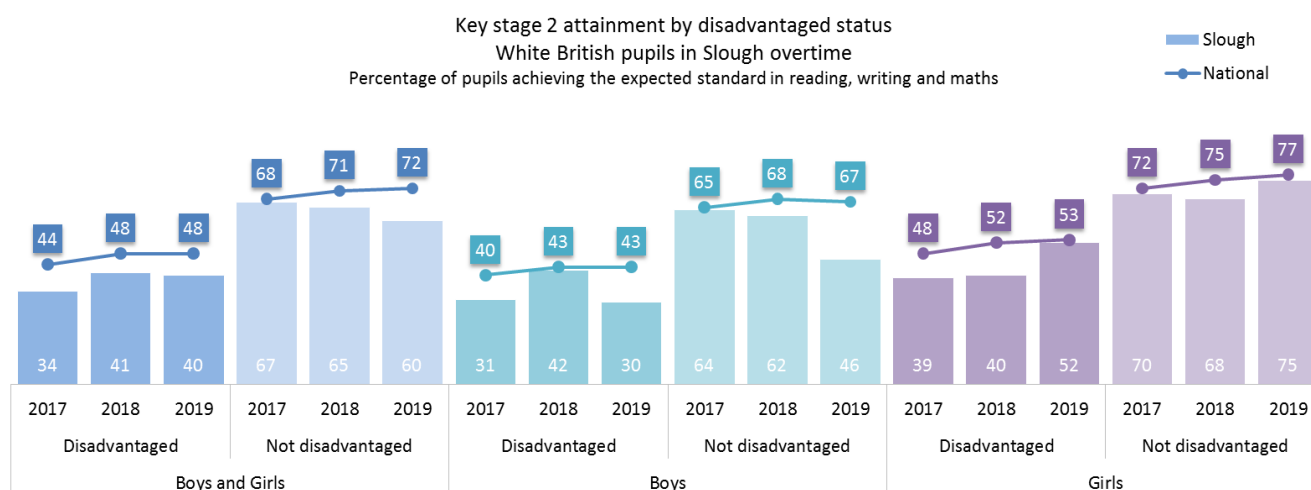
\* The DfE define disadvantage as those who have been entitled to free school meals (FSM) in the last 6 years; who have been in LA care for 1 day or more; or who have left LA care for adoption, special guardianship or a child arrangement

## SEND Outcomes

Pupils with special educational needs include those with SEN Support, with statements of SEND or an education, health and care (EHC) plan. Nationally and in the LA SEND children have the lowest levels of outcomes and the largest gaps to the outcomes of other children.

## White British Gap

The lowest attaining ethnic group in Slough are those who are white British. Outcomes for white British pupils are below the national average for all pupils in 2019 and below the average of 65% for white British pupils nationally.



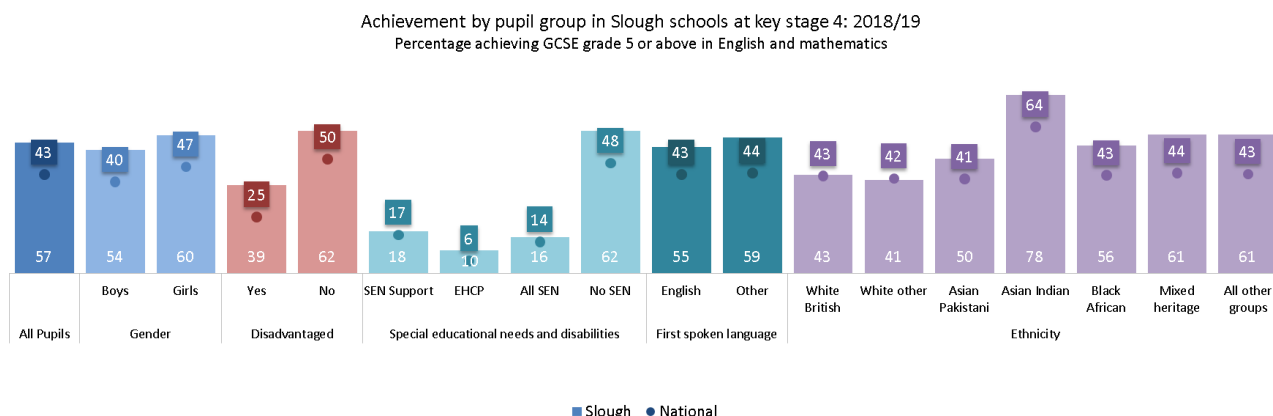
There is however a clear distinction between the outcomes for disadvantaged and not disadvantaged white British pupils in Slough.

Outcomes for disadvantaged white British pupils in Slough are well below those of similar pupils nationally, this is particularly true for boys. This suggests disadvantage and gender rather than ethnicity alone, are the biggest factors in the low attainment of white British pupils in Slough.

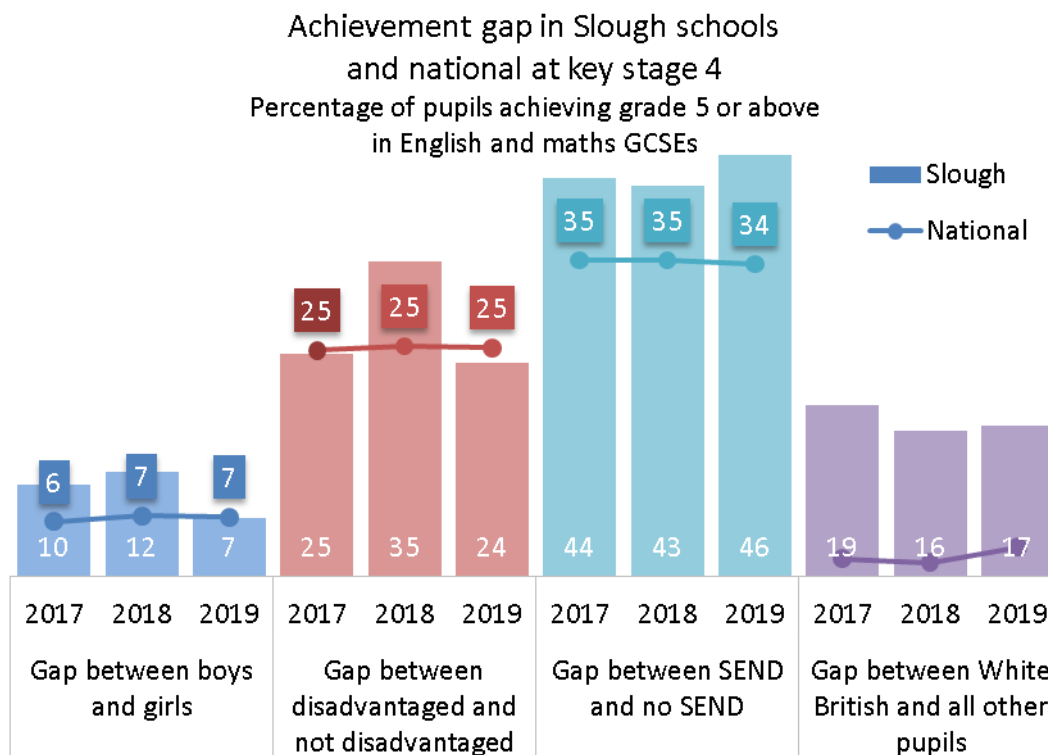
## Key Stage 4

Slough is one of 36 local authorities nationally with a high proportion of selective schools. Four of the 15 secondary schools in Slough are selective, accounting for 28% of the GCSE cohort.

### Outcomes by pupil group

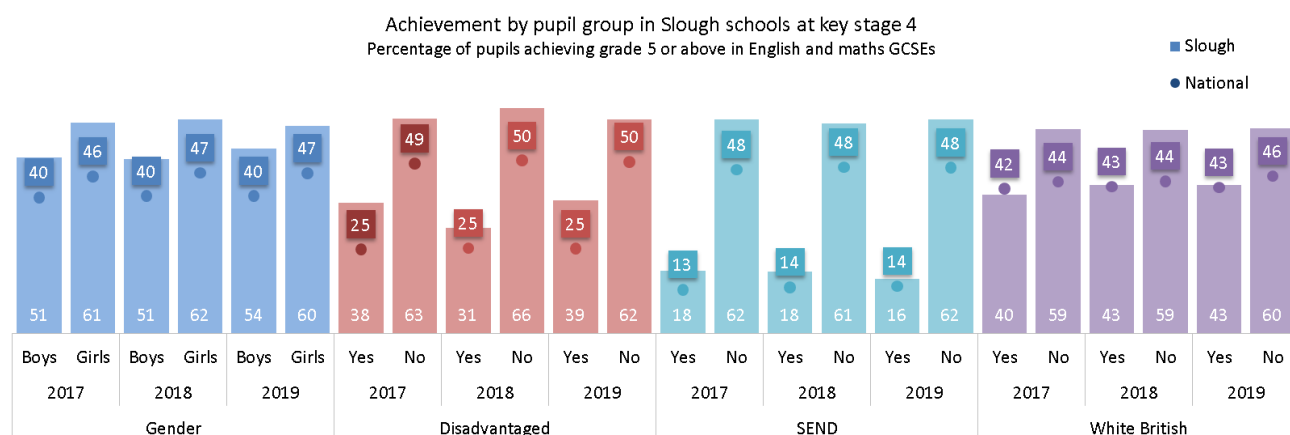


The percentage of pupils achieving Grade 5 or above in English and maths in Slough is above average for almost all pupil groups compared to similar pupils nationally. The exception is pupils of white other origin.



### Gender Gap

The gap between boys and girls within Slough in 2019 is in line with the gap between boys and girls nationally.



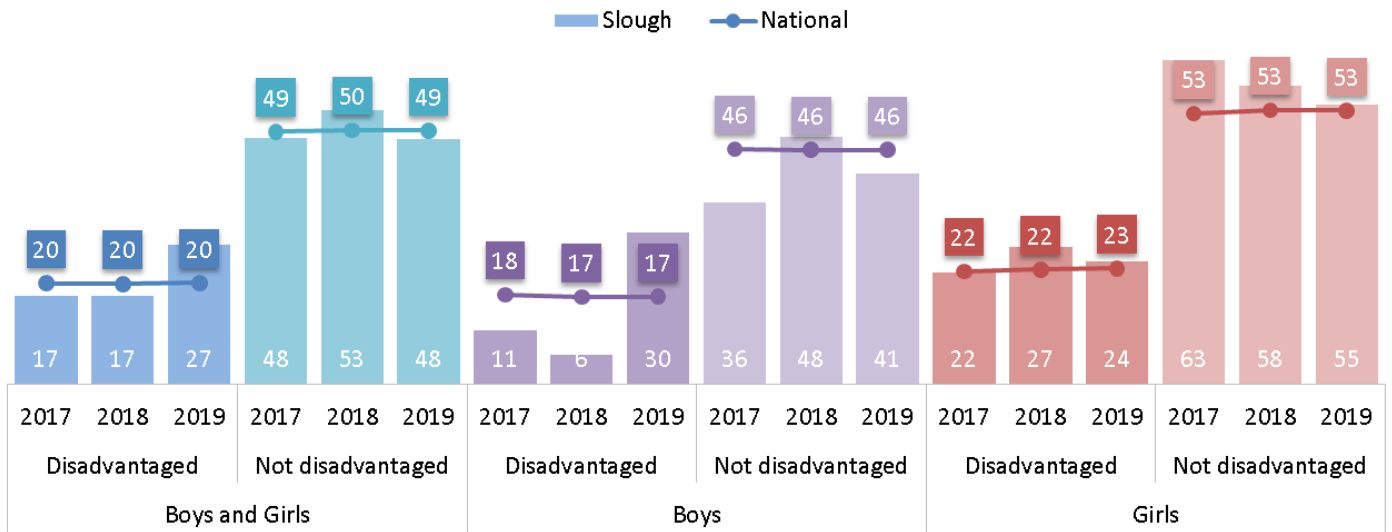
### Disadvantaged Gap

Outcomes for disadvantaged students in Slough are significantly better than those for disadvantaged students nationally. The gap between disadvantaged and not disadvantaged pupils in Slough decreased in 2019 and is lower than the national gap.

### White British Gap

The gap between white British pupils and all other pupils in the LA is larger than the gap nationally and has been for the last three years. The small number of white British pupils must be borne in mind when attributing statistical significance. In 2019 1,855 pupils completed KS4. The number of white British pupils was 290 which represents 16% of the entire cohort of these pupils 66 were disadvantaged which represents 23% of the white British cohort and 4% of the whole KS4 cohort. In addition as with primary schools white British pupils are spread widely, for example only 7 of 15 secondary schools where GCSEs were sat had a representative proportion (10%) or more white British pupils and only one of these was a selective school.

Key stage 4 attainment of disadvantaged  
White British pupils in Slough overtime  
Percentage of pupils achieving grade 5 or above in English and maths GCSEs



For the first time in the last three year, the outcomes of white British disadvantaged pupils in the LA are above the average of white British disadvantaged pupils nationally. However the achievement of non-disadvantaged white boys is below the national average this year.

An in depth analysis of outcomes by key equality characteristics is contained in the *Slough Local Authority Outcomes Report 2019*.

### *Focus on Public Health:*

We will:

1. reduce overweight and obesity levels in primary school at year 6 to 36% by 2020.
2. continue to reduce smoking levels in all adults, with a focus on routine and manual workers, pregnant women and BAME groups
3. increase men's uptake of CardioWellness4Slough (CW4S) NHS Health Checks by ensuring at least 30% of representation is by men, yearly.
4. increase targeted uptake of CW4S by ensuring that 50% uptake is from deprived quintiles 2&3, yearly.

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. The role of public health is to protect and promote health and to reduce health inequalities of the population. Through the use of both universal interventions and targeted interventions, we aim to reduce the inequality that exists in our most vulnerable communities which include BAME groups, vulnerable older adults and people with disabilities.

The wider council is part of the Frimley Health and Care Integrated Care System (ICS) and their 5 Year Strategy (which SBC were involved in shaping) explicitly identifies tackling health inequalities across different groups as a key priority. The Frimley 5 Year Strategy: Creating Healthier Communities is available here: <https://www.frimleyhealthandcare.org.uk/about/our-plans/creating-healthier-communities/>

### **Reducing Obesity in Children**

A stark inequality gap exists with childhood obesity, in the most recent NCMP (National Child Measurement Programme) data from 2018/2019 there exists a four fold difference in the rate of childhood obesity in the most deprived communities compared to the most affluent. At the point pupils finish primary school, in the 10 to 11 age group, Black African, Black Caribbean, Bangladeshi, and Other Black children are the most likely to be overweight.

The NCMP data shows us that for the past two years both our reception year data and year 6 data remains static and unchanged. This represents a small positive forward step with the year 6 data which had historically showed an upward trend. In reception year 21.9% of children are overweight or obese compared to 22.6% in England. At year 6, 41.0% are overweight or obese compared to 34.3% in England.

Our approach to tackle obesity is guided by the NCMP and the most up to date Indices of Multiple Deprivation (IMD). We utilise these two crucial pieces of information to inform which schools and which areas of Slough that we work in and ensure that the interventions are targeting those most in need, for example our Black, Asian, and Minority Ethnic Groups (BAME). Highlights of the activity to tackle include:



- 1) **Daily Mile** – The ongoing promotion of this ‘running’ intervention. Currently with twelve primary schools and six thousand pupils taking part.
- 2) **Active Movement** – We have expanded on this holistic behaviour change programme which aims at reducing levels of sedentary behaviour and help tackle our inactivity crisis, a key contributor to childhood obesity. The service has now also been expanded to include other key “healthy behaviours” such as vaccinations, nutrition and oral health. This service has now been rolled out to twenty four primary schools, ten children centres and eight early years settings. We have commissioned an independent review of the service through a research company that are going to review the approach and the outcome data through using St Anthony’s as an intervention school (The most overweight in Slough) and Khalsa as the control school. We expect the full report in February 2020. We have now also commissioned Active Movement to expand into Secondary Schools from September 2020, and look to further integrate into the wider community through the work in community sites, local parks and work places.
- 3) **Let’s Get Going-** Through the use of the National Child Measurement Programme (NCMP) data and Indices of Multiple Deprivation (IMD) data, we map our targeted tier 2 weight management service for children across the schools that are most in need in the most deprived wards. In 2019 we delivered this programme to a further 3 primary schools and 1 community site (End year report due in Feb 2020)
- 4) **Integrated Physical Activity finder** – Alongside the launch of the new Public Health website ([www.publichealthslough.co.uk](http://www.publichealthslough.co.uk)) we have also launched a new intuitive and live physical activity finder which allows residents to search for local physical activity opportunities. This is the first of its kind in Berkshire.

Further detail on childhood obesity can be found in the following public health update report to Overview and Scrutiny Committee (Jan 2019):

<http://sbcarvmodgov01:8070/ieListDocuments.aspx?CId=105&MId=6164>

## Reducing Smoking

Smoking prevalence in adults in Slough is high at 21.3% compared to the England average of 14.4%, prevalence being particularly high in routine and manual workers at 36% compared to the England average of 25%. Smoking cessation and tobacco control will remain a high priority. We will be working with partners across the system and supporting our smoking cessation service to deliver high quality stop smoking support, with a focus on routine and manual workers, pregnant women, smokers with mental health issues and BAME groups. . Our “successfully quit” rate (number of people starting and completing a smoking cessation course, per 100,000 smokers) is higher than the national average; and highest in the South East. Using April 2018-March 2019 data, 6,433 per 100,000 had set a quit date and 3,197 per 100,000 had successfully quit at 4 weeks (validated by carbon monoxide testing)

## NHS Health Checks

We are progressing well with our target of engaging men and the NHS health checks and continue to invest and refine the service to ensure we are targeting those most at risk and from deprived communities to help reduce inequalities. The average uptake of NHS Health Checks for men in the period reported (Jan-Sept 2018) is [37.6%](#).

### **CardioWellness4Slough (CW4S) – January - September 2019**

The CW4S contract will continue delivery until 31st March 2020. After this point it will be merged into the new integrated wellbeing service. This new service, which launches on April 1<sup>st</sup> 2020, includes the public health lifestyle services; Eat 4 Health, Cardio Wellness 4 Slough, Oral Health, Stop smoking, NHS health checks and weight management programmes and will be integrated into one holistic support offer, which aims to make the services available easier to navigate and will focus on reducing health inequalities. The new service will target those from lower socio-economic populations and those from BAME groups who may have particular health issues such as diabetes or cardiovascular disease.

#### **1. General Assessments Jan-Sept 2019**

No. of General Assessments undertaken 499

General Assessments undertaken for clients from deprived wards – 66% (annual target 60%)

#### **2. Referrals to behaviour change services Jan-Sept 2019**

No. of referrals to behaviour change services - 963

No. of referrals to behaviour change services from deprived wards (lowest 2 quintiles) – 589 (61%) annual target 60%

#### **3. NHS Health Check 40 - 74yr Jan-Sept 2019**

No. of Health Checks delivered 205

#### **4. NHS Health Check 30 - 39yr olds Jan-Sept 2019**

No. of Health Checks delivered 415

No. and % Health Checks from deprived wards (lowest 2 quintiles) – 357 (57%) annual target 60%

In the last year, in addition to working with our Providers about their service performance, we have worked with the communications team to promote health messages and services to the wide array of residents. We also completed an in-depth 'Health Beliefs' Research project to understand different groups of Slough residents around their health and how we might communicate better with them. Through this piece of work we made a point to survey groups who are less often heard.

It is also important to note the wider determinants of health which have a profound impact on people's ability to take up services. Examples of these include the state of peoples housing, employment, poverty levels, and so we rely on working with the wider Council and other partner organisations to deliver the required impacts.

### ***Focus on Housing:***

We will:

1. Review who is eligible for social housing and regularly monitor the impact on different equality groups.
2. Ensure all of our social housing is of the highest standard to support those with disabilities and other special needs.
3. Enforce high standards in the private rented market.

The Housing Service has adopted the ISO Quality Management System which requires all operational procedures to be documented. Equality Impact Assessments are carried out on all policies which are then revised to remove or take action to mitigate any actual or potential discrimination. Following the Grenfell tragedy, it is essential that all residents are aware of what to do in case of a fire, that there is accessible signage and that Personal Evacuation Plans are in place and that they are regularly checked and updated to reflect any changes.

### **Equalities Issues and Housing**

The provision of suitable housing for local residents is essential for improving health and wellbeing in Slough. Whilst housing affects all groups of people, lack of affordable accommodation has the most significant impact on our most vulnerable residents, as well as those with low incomes. Analysis of demographic and housing data indicates that living on low incomes or benefits disproportionately affects children, some ethnic groups, some older people, young people leaving care, women ( who are more likely to be single parents on lower incomes or in temporary accommodation), and those with a disability.

#### **Age**

Young people make up a significantly larger proportion of Slough's population when compared with other south east local authorities. Young people are being priced out of the Slough homeownership market, including a swing to 'generation rent' in line with countrywide trends. The current Housing Strategy aims to meet the growing demand for affordable homes for young people by facilitating the building of more affordable homes.

Currently, just over 46% of applications for social housing relate to children under the age of 15 years of age, reflecting the high need for family homes including access to outdoor space for residents with dependent children

Children of the age 15 years or under make up 43% of those living in Temporary Accommodation (consistent with the council's objectives to support families with young children).

There is also a growing older population in Slough. The Council is planning to provide new specialist and alternative accommodation to cater for this increasing

demand. In order to tackle many of the medium and long term strategic issues facing older people in the borough the current Housing Strategy brings together the appropriate Council departments and agencies concerned to develop a long-term strategy which promotes and supports independent living. As older people are also disproportionately likely to own their homes outright or live in social housing this strategy will benefit older people through targeted support aimed at improving the standard of existing Council and privately owned properties. The Extra Care Scheme is for older residents over the age of 55, with some additional care and support needs. Living in Extra Care housing enables residents to live in self-contained accommodation and continue to maintain their independence, dignity and personal choice.

In Slough there are two schemes, which are both wheelchair accessible and have lifts to all floors. There is a strong sense of community on the schemes, with well-equipped facilities including an on-site restaurant and support services

## **Disability**

Disabled people are more likely to be over represented in social housing. Currently, 12% of tenants have declared at **least one** disability (although many have multiple disabilities). Just under 11% of applicants for social housing have declared a disability – the revised allocation policy will consider how best to prioritise eligibility to reflect the increased need of disabled residents.

The Housing Strategy recognises the needs of people with disabilities and seeks to address these through a range of provisions. These include improving housing options for people with disabilities via the new build programme, working with Council teams and external partners to support disabled people to live independently in their own homes and reducing the impact of poor housing on their health. It also encourages other local authorities placing families in Slough to notify the Council of their specific support needs so that the appropriate local support services can be provided where necessary on arrival.

The strategy's proposals to improve the Council's approach to ensuring that it better understands the mobility needs of residents who require adapted properties should have a positive impact on the approximately 9,322 residents between the ages of 16 and 65 living in Slough with a physical disability. The strategy should also benefit people with disabilities by supporting adults living with learning difficulties and long term mental health issues and by addressing the growing levels of dementia suffered by older people in the Borough.

## **Ethnicity**

Slough is one of the most ethnically diverse local authority areas outside of London and in the United Kingdom.

Approximately 29% of the population identify themselves as white British, with around 13% defining as "white other" (largely from Poland and other parts of Eastern

Europe following EU enlargement). 44% of residents declared as Asian or Asian British and around 9% declaring as Black or Black British.

Whilst there remains a considerable margin of error in the ethnicity data sets for Tenants, Applicants and Temporary Accommodation Licensees, with up to 20% of tenants “unknown”, it is clear that there is overrepresentation from particular groups compared to the wider population in Slough. BAME households continue to be over-represented among housing applicants and homeless households. For applicants on the Housing Register, c. 30% are from Pakistani backgrounds, 22% from White British and 13% from White Other.

Those from a BAME background make up more than 50% of licensees in Temporary Accommodation.

Around 40% of council tenants are from BAME backgrounds, with 36% from White British backgrounds and 7% declaring as “white other”. After the White British cohort, the Pakistani cohort forms 15% of council tenants.

By building more truly affordable homes, tackling and preventing homelessness and improving the quality of existing housing this strategy should lead to a positive outcome for people from all ethnic groups, but especially those most impacted by low incomes. Slough has nearly 14,000 tenants in council housing and as such the strategy’s £100 million investment in improving the existing stock and also the realisation of the service improvements from the planned new repairs; maintenance and investment contract should also impact them positively.

## **Gender**

Women are over-represented in all housing cohorts, and tend to outlive men.

Gender Breakdown:

Of all Tenants: 53% women, 47% men;

Of all those in Temporary Accommodation: 55% women, 45% men

Slough has more lone parent households with dependent children than the national average. Approximately 90% of these lone parent households are female and lone parent households tend to experience greater levels of deprivation and economic and housing need than households made of couples. Furthermore, lone parent women are also over-represented in homeless acceptances and temporary accommodation in Slough. So by developing a diverse mix of affordable homes and improving the current standard of both private and council housing we aim to positively impact women heading up lone parent households. The focus on reducing and better managing homelessness in Slough could also positively benefit lone parent female households including the measures such as developing a new preventing homelessness strategy.

## Update on Key Data 2020 – Housing Register, Temporary Accommodation and Tenants

The allocation of social housing (both Council owned homes and housing association properties) is largely driven by government policy. Prior to the Localism Act 2011, social housing was allocated to those who were ‘most in need’ who were granted ‘lifetime’ tenancies. The Localism Act gave local authorities the freedom to determine their own allocations schemes and set the eligibility criteria that must be met in order for a household to be placed on the Housing Register and also introduced Flexible (fixed term) Tenancies with the aim of supporting local landlords to make the best use of their housing stock.

In terms of the characteristics of those on the Housing Register or households placed in temporary accommodation is largely driven by affordability and access to welfare benefits. For example, residents under the age of 35 are only entitled to receive support towards their housing costs to the equivalent of the cost of renting a room in a shared house. The ‘bedroom tax’ and benefit cap have also had an impact on household income and, therefore, residents’ ability to afford housing in Slough. Analysis of demographic and housing data indicates that living on low incomes or benefits disproportionately affects some ethnic groups, older people, and young people

(Particularly those leaving care), single parents (the majority of whom are women), and those with a disability. The following data on housing register applicants and Those in temporary accommodation reflect these trends: we see an over representation of women, children under the age of 15 years and residents from a BAME background ( notably Pakistani). Disabled people are more likely to be over represented in social housing.

### Housing register

The following table represents the ethnicity of those on the housing register as at 03/1/20, with a percentage comparison against the previous data reported 16/01/19. There was no change to the largest ethnic groups represented: they still show as Pakistani, White British and Other White but Pakistani has increased by just over 3% while the other two have shown decreases in percentage.

<b>Ethnic breakdown of the main applicant on the Housing Register</b>	<b>Number of cases as at</b>	<b>Representative percentage</b>	<b>Percentage Comparison</b>
<b>Ethnic code</b>	<b>03/01/20</b>	<b>03/01/20</b>	<b>16/01/2019</b>
PA - Pakistani	600	29.50%	26.40%
WB - White British	459	22.57%	24.92%
OW - Other White	273	13.42%	15.09%
AF - African	226	11.11%	10.82%
OA - Other Asian	134	6.59%	5.70%
IN - Indian	77	3.79%	3.95%
CB - Caribbean	62	3.05%	3.14%
MC - Mx White/Blk	47	2.31%	2.83%

Caribbean			
NS - Not Stated	31	1.52%	1.35%
OT - Other	28	1.38%	1.21%
OM - Other Mixed	25	1.23%	1.08%
OB - Other Black	22	1.08%	1.26%
MB - Mx White/Blk African	15	0.74%	0.54%
MA - Mixed White / Asian	14	0.69%	0.63%
WI - White Irish	14	0.69%	0.58%
BA - Bangladeshi	7	0.34%	0.45%
CH - Chinese	0	0.00%	0.04%
<b>Total</b>	<b>2034</b>	<b>100.00%</b>	<b>100.00%</b>

### Other key data on the housing register

Last year it was reported that 44.3% of people on the housing register were aged 15 or younger, that figure has increased to 46.3%.

Looking at household composition just under half the people on the housing register are of working age

51.8% are 0 – 19 years old

47.3% are 20 – 65 years old

0.9% are 66 years old or over

Compared to the last report there has been a 0.7% decrease in applicants on our Housing Register that have stated they have at least one disability, the figure is now 10.7% of applicants.

Top 5 stated disabilities by percentage:

- 15.7% Asthma
- 15.4% Diagnosed Mental Illness
- 11.3% Diabetes
- 7.8% Diagnosed Depression
- 7.2% Other Mobility Difficulty

### Temporary accommodation

#### Key data on those in temporary accommodation

68% of the main homeless applicants currently in temporary accommodation as at 23/01/20 are women, this is a 7% drop on last year's report.

55% of all people currently in temporary accommodation are female, this is the same as last year

43% of people in temporary accommodation are aged 15 or under, this is a 4% drop on last years report

The following table represents the ethnicity of those main applicants in temporary accommodation as at 07/1/20 with a percentage comparison to last year.

<b>Ethnic breakdown of the main applicant on those in Temporary Accommodation</b>	<b>Number of cases as at</b>	<b>Representative percentage</b>	<b>Percentage Comparison</b>
<b>Ethnic code</b>	<b>07/01/2020</b>		<b>18/01/19</b>
WB - White British	115	28.0%	25.7%
PA – Pakistani	77	18.8%	17.7%
AF - African	51	12.4%	20.0%
OA - Other Asian	47	11.5%	7.5%
OW - Other White	28	6.8%	4.2%
NS - Not Stated	19	4.6%	3.8%
OT – Other	16	3.9%	5.4%
MC - Mx White/Blk Caribbean	13	3.2%	3.1%
CB – Caribbean	9	2.2%	2.8%
IN - Indian	9	2.2%	4.0%
WI - White Irish	7	1.7%	1.2%
OB - Other Black	6	1.5%	0.9%
OM - Other Mixed	6	1.5%	1.7%
MB - Mx White/Blk African	4	1.0%	0.9%
MA - Mixed White / Asian	3	0.7%	0.9%
<b>Total</b>	<b>410</b>	<b>100.0%</b>	<b>100.0%</b>

## Housing stock

The council currently owns and manages 6169 residential rented properties across the borough; this is made up of houses, flats, maisonettes, bungalows and mobile homes & bases. It is the freeholder for around another 1423 leasehold properties.

The following table looks at property lets between 1/4/2019 and 30/12/19 shows the main applicant's ethnicity and compares the property let figures previously published for the same period 2018/19. The number of actual lets has fallen by 29 to 284, with a comparison year on year there was no change to the largest ethnic groups represented they were still White British, Pakistani and Other White. White British has seen a fall of just over 8% in the total proportion of lets but still represents the largest ethnic group for lets.



<b>Ethnic breakdown of the main applicant for property Lets</b>	<b>Number of cases as at</b>	<b>Representative percentage</b>	<b>Percentage Comparison</b>
<b>Ethnic code</b>	<b>01/04/19 - 30/12/19</b>		<b>1/4/18 – 31/12/18</b>
WB - White British	76	26.76%	35.14%
PA – Pakistani	64	22.54%	22.04%
OW - Other White	42	14.79%	11.82%
AF - African	29	10.21%	10.54%
OA - Other Asian	18	6.34%	3.51%
IN - Indian	14	4.93%	2.24%
MC - Mx White/Blk Caribbean	9	3.17%	2.56%
OT – Other	9	3.17%	1.28%
WI - White Irish	7	2.46%	2.24%
CB – Caribbean	6	2.11%	3.83%
OB - Other Black	4	1.41%	0.96%
MB - Mx White/Blk African	3	1.06%	0.64%
BA - Bangladeshi	1	0.35%	0.32%
CH – Chinese	1	0.35%	0.00%
MA - Mixed White / Asian	1	0.35%	0.64%
NS - Not Stated	0	0.00%	1.60%
OM - Other Mixed	0	0.00%	0.64%
<b>Total</b>	<b>284</b>	<b>100.00%</b>	<b>100.00%</b>

### Key data on council tenants

Number of current tenants as at 6th January 2020 = 14,835

7895 tenants are recorded as Female

6903 tenants are recorded as Male

37 tenants are recorded as N/A

Most people who live in our homes are of working age

26% are 0 – 19 years old, up 2% on last year

59% are 20 – 65 years old, down 1% on last year

15% are 66 years old or over, down 1% on last year

Of those with ethnicities stated, the following are the 3 most represented ethnicities in our properties:

36% White British

15% Pakistani

7% African

7% other White

Ethnicity not stated equates to 20% of tenants

12.1% of people we have been informed living in SBC tenancies have at least one disability.

Top 5 stated disabilities by percentage:

12.2% Asthma

10.6% Other mobility difficulty

9.0% Diabetes

6.4% Other physical difficulty

6.4% Diagnosed Mental Illness

**Additional Service highlights:**

- The council offers telephone and face to face interpretation services for those who need assistance in languages other than English, including British Sign Language
- We are striving to improve accessibility for disabled residents. The customer service centre offers a British Sign Language Video Relay Service at My Council (face to face and telephone) to better support deaf residents.
- In 2019, the council worked with Access Able – the leading on-line accessibility guide - to audit and produce a 200 venue accessibility guide for Slough. The access guides for Slough are completely free and contain more than 1,000 pieces of information for more than 200 venues. Access guides take you on your journey throughout a venue including detailed information about doors, level access, lifts, toilets, staff training, lighting levels, background music and Safe Places, to name a few.

## Community Cohesion

*Equality Objective: "Slough Borough Council will help to foster good community relations and cohesion"*

We will:

- Celebrate Slough as a diverse and welcoming place
- Provide a leadership role on issues that impact on local community cohesion.
- Promote mutual respect and tolerance.
- Promote local democracy and civic engagement
- Champion equality and challenge prejudice
- Re-inforce civic values and democracy
- Promote dialogue and understanding between different groups
- Speak out against extremism, in all its forms

Throughout 2019, the Council has been developing a new community cohesion strategy for Slough with the following four areas identified as key priorities:

- Celebrating Slough
- Identifying and seek opportunities to reduce inequality
- Strengthen community leadership
- Embedding community cohesion as a council-wide priority

Central to the strategy is the theme that community cohesion is *everybody's business* and needs to be incorporated into the plans for every directorate across the Council.

The community cohesion strategy will be finalised and taken for approval in March 2020 to be published on [www.slough.gov.uk](http://www.slough.gov.uk).

Other significant achievements over the last year include:

**Delivering the first year of the Breaking Boundaries project.** This three-year programme (2018 –2021) is funded by Spirit of 2012 with the aim of bringing young people, their families, and communities together through playing, spectating, and volunteering in cricket. Programme delivery staff are trained in community development, networking and integration.

Cricket has the potential to bring different ethnic and faith communities together, fostering mutual respect and friendships through teamwork and collaboration. This project makes the most of this potential, alongside piqued interest in cricket after the 2019 World Cup to work with local communities and their representatives, allowing for positive, ongoing contact and integration among communities which typically socialise little with one another.

Breaking Boundaries utilises local assets in the five delivery locations building community cohesion through a shared sense of ownership over the local area and its facilities.

At the end of year one, we have a diverse range of communities taking part in the Breaking Boundaries project, including individuals from communities who have not traditionally played cricket (e.g. Eastern European Roma individuals).

**Hosted a *Great get Together* Event** inspired by Jo Cox. The event was held at Herschel Park and aimed to engage the entire Slough community.

**Windrush Celebrations** were held at Britwell and in the Town Centre to celebrate and raise awareness of the historic contributions of people from the Caribbean and beyond.

**Funding from the Controlling Migration Fund** has been secured to work directly with the Roma community. The aim of this work is to ease tensions which have arisen between established minority communities and the Roma community through fostering understanding of cultures, education about cultural norms, and positive contact. This is a partnership initiative, working with the voluntary sector to engage with members of all communities.

Priorities for 19/20 are to implement the Community Cohesion Action Plan in cooperation with our local communities. The roll-out of the Localities model beginning in Chalvey (2020-2021) is also a key opportunity to engage local communities in the work of community cohesion, and this will be a key priority in the year to come.

### **Preventing Violent Extremism**

In response to the threat from extremism and terrorism, and in line with its statutory responsibilities under the Counter Terrorism Security Act (2015), the council has continued with extensive awareness training for its entire staff. Front line staff continue to receive dedicated training in recognising signs of radicalisation and referral processes. This remains a mandatory component of the corporate online training schedule. Face to face Prevent training has been refreshed by the Prevent team and since January 2020 have started to rollout the updated version. This also includes staff from the Slough Children's Services Trust.

SBC chairs the Channel Panel which offers voluntary support and interventions to those at risk of radicalisation. The Channel Panel terms of reference were reviewed and updated in line with the Parsons Green Learning in March 2019

The Prevent Board is chaired by the Director for Adults and Communities on behalf of the Chief Executive. The Prevent Board meets on a quarterly basis to review the delivery of the Prevent Strategy in Slough.

### 3. Gender Pay Gap Report 2019

In 2017, the government introduced legislation that made it statutory for organisations with over 250 employees to report annually on their gender pay gap. The gender pay gap shows the difference in average pay between all men and women in a workforce. It is different to *equal pay* – that is men and women being paid the same amount for the same or comparable work. It is unlawful to pay people differently for work of equal value because of their gender.

The legislation requires us to look specifically at the mean and median **hourly** pay rates, based on full time equivalent salaries. This takes into account actual annual salary wage gaps based on part-time working (most part-time workers are women). The gap reported is the percentage difference between men and women – the gender pay gap. The mean and median gender bonus gap, the proportion of men and women receiving a bonus and the proportion of men and women in each pay quartile are also reported as part of the requirements.

The figures are based on the payroll snapshot date of 31 March 2019. They have been independently calculated and verified by RSM Employer Services Ltd and are based on all obtainable payroll data available to us for analysis, as per the regulations. The figures only relate to directly employed staff of Slough Borough Council. Agency workers, self-employed consultants etc. are not included as per the reporting regulations.

The figures show that on mean average, women **earn 3.1% less than men**. This is a reduction of the mean pay gap from last year (4.7%). The median average has also remained a negative value of -2.8%, **meaning that women's median pay rate is higher than that of men's**.

Mean gender pay gap %	3.1%
Median gender pay gap %	-2.8%

- Mean male hourly rate: £18.42
- Mean female hourly rate: £17.85
- Median male hourly rate: £15.52
- Median female hourly rate: £15.96

Typically, when the median is lower than the mean, there are major outliers in the high end of the distribution. Whilst the council employs more women than men at almost all salary levels, there are still more men than women in the very highest pay grades of the council (£70,000 and above). This is likely to have increased the mean hourly rate figure for men. However, the median (i.e. the middle figure) indicates that there are also a significant number of men in the lower quartiles earning less than women and thus bringing the median male hourly rate down. This may be explained by the transfer in December 2017 of over 100 environmental services employees (DSO) into the council in December 2017. The vast majority of these employees are male.

The council does not pay performance -related bonuses. Small payments (£250 and £500) are offered as long term service awards (20 and 30 years service respectively). In the period 1 April 2018- 31 March 2019, a small number of staff received these.

Mean bonus gender pay gap %	2.8 %
Median bonus gender pay gap %	0%
Males receiving a bonus payment %	1.2 %
Females receiving a bonus payment %	1.6 %

The table below shows the quartile representation between men and women:

#### The proportion of males and females in each salary quartile band

Males and females in the quartile pay bands; upper (U), upper middle (UM), lower middle (LM), lower (L)	Bands	Total no. employees in band	Females (%)	Males (%)
	U	264	60.6	39.4
	UM	264	67	33
	LM	264	58.3	41.7
	L	263	65	35

**Current Position:**

The council continues to employ more women than men. As of 31 December 2019, the male/female representation across salary ranges is as follows:

<b>Salary Band</b>	<b>Female</b>	<b>Male</b>	<b>TOTAL</b>
<b>£15,000 - £19,999</b>	107	47	<b>154</b>
<b>£20,000 - £29,999</b>	338	196	<b>534</b>
<b>£30,000 - £39,999</b>	241	120	<b>361</b>
<b>£40,000 - £49,999</b>	94	55	<b>149</b>
<b>£50,000 - £59,999</b>	20	11	<b>31</b>
<b>£60,000 - £69,999</b>	5	2	<b>7</b>
<b>&gt;£70,000</b>	8	16	<b>24</b>
<b>TOTAL</b>	<b>813</b>	<b>447</b>	<b>1260</b>

Although men still outnumber women in Senior Leadership Team positions, the gap is closing from last year. Across the council there are a very wide range of job roles and occupational segregation persists in some sectors, with traditionally female-dominated sectors, such as care, still being subject to low pay. Women are still much more likely than men to work part-time, and this is known to negatively impact pay progression.

SBC continues to attract and retain women into its workforce. Gender equality is strong and reflected in our lower than average mean gender pay gap and median pay gap figures. However, in common with many organisations, men still outnumber women in the most senior pay grades of the council. The causes of the gender pay gap are complex and we continue to use both feedback from staff and HR analytics to understand the key issues in our organisation. The gender pay gap action plan has been refreshed and updated to take into account this and other research into effective interventions to improve gender equality in the workforce.

## 4 Gender Pay Gap Action Plan 2020-201

The action plan will therefore focus on the following areas, looking at *recruitment, progression and culture*.

SBC's three-point action plan towards greater gender diversity:

Action Point	How	Approach	When	Measurable Outcome
1. Maintain an accurate profile of the current workforce as it relates to gender.	Systematic analysis into the workforce life cycle (recruitment and progression) and its interaction with gender, looking at qualitative and quantitative data.	Ongoing analysis of the Agresso Human Resources data, including trend analysis	Ongoing	Identification of any significant anomalies in workforce profile and impact of structural changes (e.g. staff transfers etc.)
Ensure issues affecting female employees are identified and raised	Ensure women across the organisation can feedback on key issues	Feedback from SBC Women's Network Additional questions on gender equality in staff surveys	Ongoing - network meeting bi-monthly Annual	Identification of current issues
Senior leadership aware of progress on gender equality	Ensure CMT are informed of key trends in recruitment and workforce profiles relating to gender	CMT to review equality statistics and workforce profiles	Quarterly 6 mthly review of action plan	Quarterly statistics produced  Action plan updated



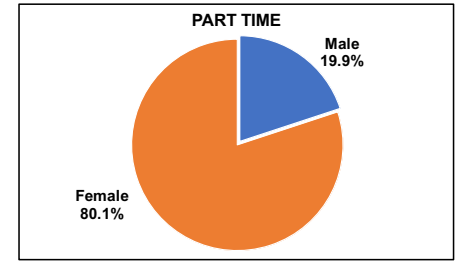
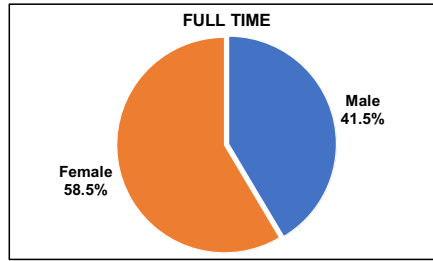
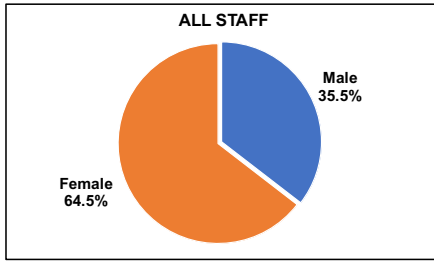
2. Improve opportunities for female representation at salaries above £70,000 p.a	<p>A review of job packs and adverts to ensure “gender neutral” language and consistency of message re. diversity and inclusion</p> <p>Reducing any potential unconscious bias through initial application process</p>	<p>Ensure job adverts are inclusive and emphasise flexible and smart working options</p> <p>Implementation of trial of blind recruitment processes ( for all positions)</p>	<p>Ongoing</p> <p>April 2020</p>	<p>SBC attracts female applicants for all senior roles</p> <p>Candidate’s gender cannot immediately be identified</p>
	A review of the recruitment panel make-up and a commitment to balanced panels.	Desk top review and interviewing	Ongoing	Monitoring report of recruitment panels for positions SL10 and above and identification of any barriers to gender balanced panels
	Increase awareness of diversity and inclusion in recruitment	Being Manager Smart programme with dedicated modules on recruitment	Throughout 2020	All recruitment managers will be aware of unconscious bias and promote inclusive recruitment practices.
3. Enhancing Progression for Women at SBC	SBC to support colleagues to apply for internal opportunities	Develop Peer to Peer support workshops (mock interviews, application	Sept 2020	

	<p>Ensure a better understanding of the issues that stop women applying for internal opportunities</p>	<p>forms etc.)</p> <p>Ensure career development discussions are covered in one to one meetings and performance reviews</p> <p>Maintain and develop the SBC Women's' Network</p>	<p>March 2021</p> <p>Bi-monthly meetings</p>	
	<p>SBC to use the Slough Academy initiative to encourage mentoring and skill enhancement across the council departments</p> <p>SBC to support all staff with caring responsibilities to better balance work with this.</p>	<p>Implementation of revised Leave and Caring policies</p> <p>Ensure consistency in application of Flexible and Smart Working policies</p>	<p>Ongoing</p>	<p>reduce occupational segregation</p> <p>Provide pathways for continuing professional development (CPD)</p> <p>improve gender diversity at across all levels</p>

## Appendix A Workforce Profiles

(Data as of 31/12/2019)

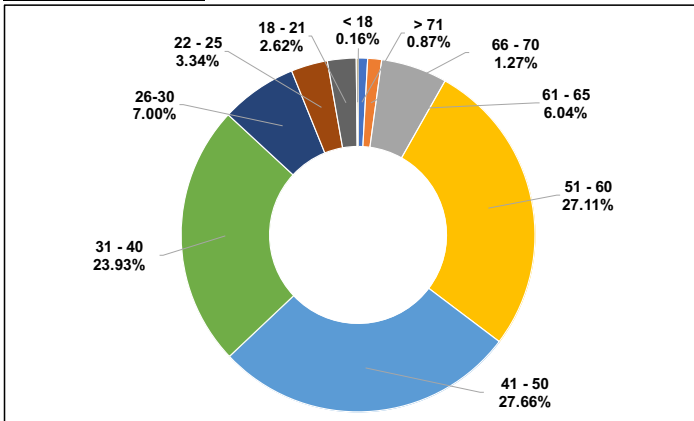
### GENDER PROFILE



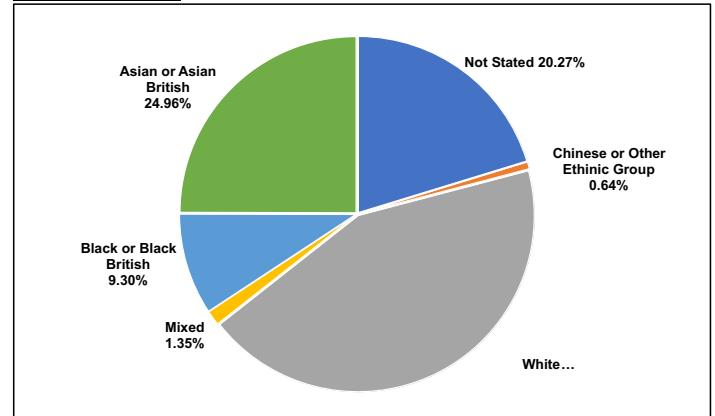
### SALARY PROFILE BY GENDER

	< £15,000	£15,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	> £70,000	TOTAL
Female	0.00%	8.66%	26.87%	19.08%	7.31%	1.59%	0.40%	0.64%	64.55%
Male	0.00%	3.58%	15.42%	9.62%	4.53%	0.87%	0.16%	1.27%	35.45%
TOTAL	0.00%	12.24%	42.29%	28.70%	11.84%	2.46%	0.56%	1.91%	100.00%

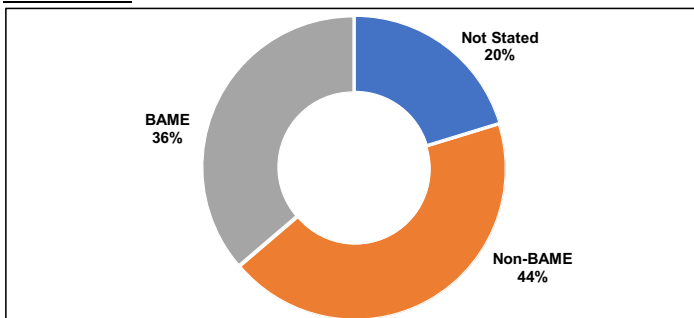
### OVERALL AGE PROFILE



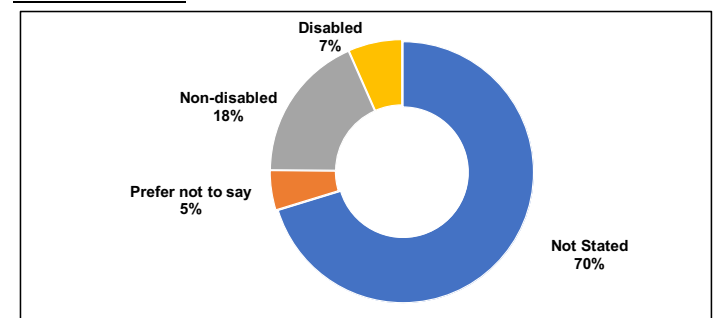
### ETHNICITY PROFILE



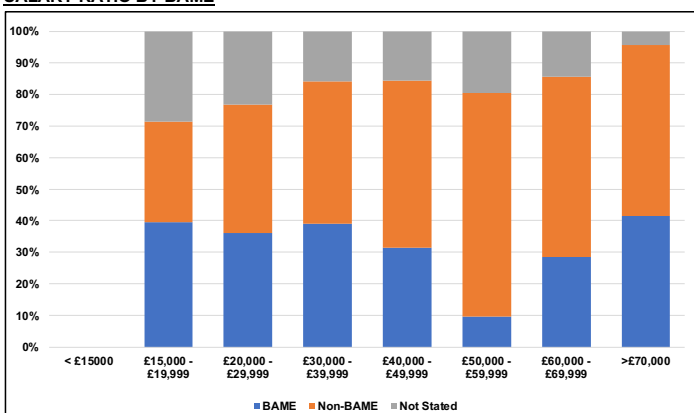
### BAME PROFILE



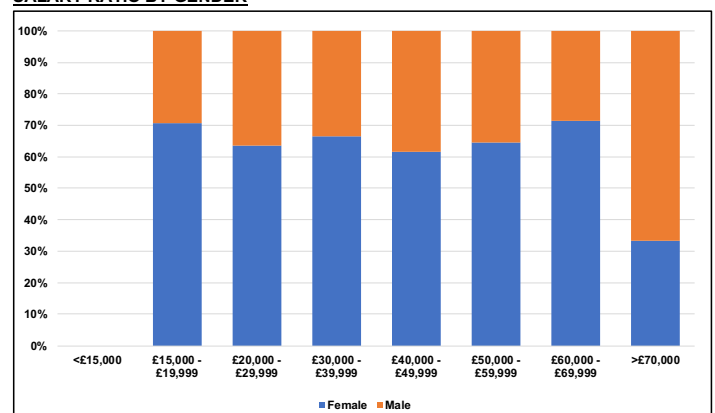
### DISABILITY PROFILE



### SALARY RATIO BY BAME



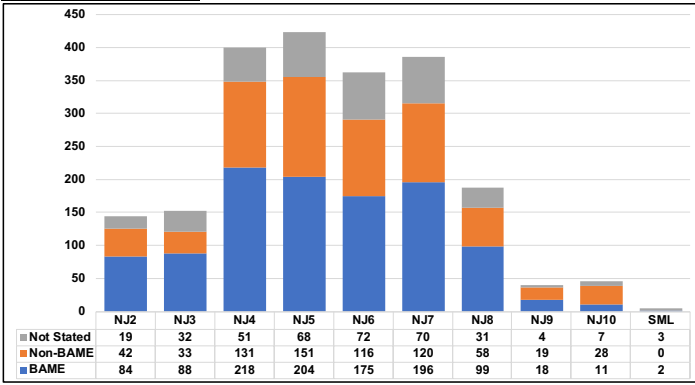
### SALARY RATIO BY GENDER



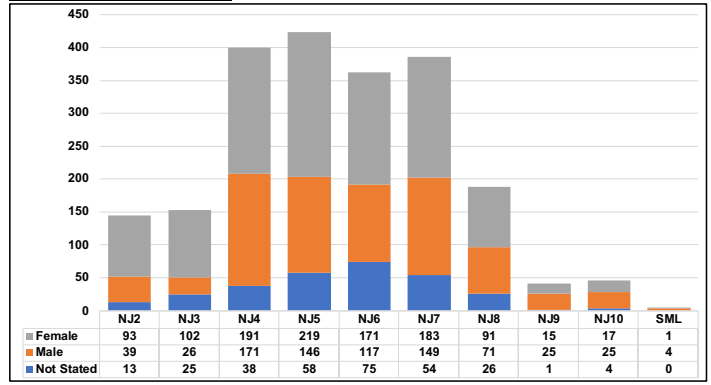
**APPLICANTS**

(Between 01/01/2019 and 31/12/2019 inclusive)

**BY PAY SCALE & BAME**



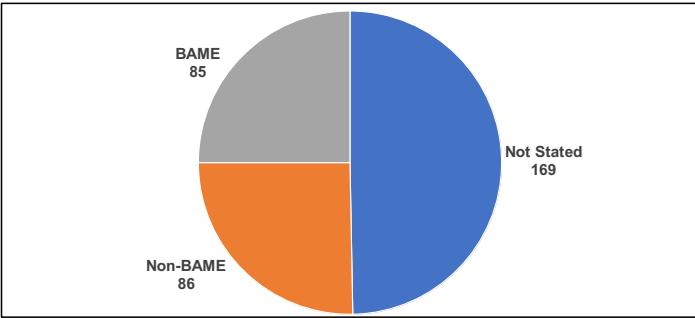
**BY PAY SCALE & GENDER**



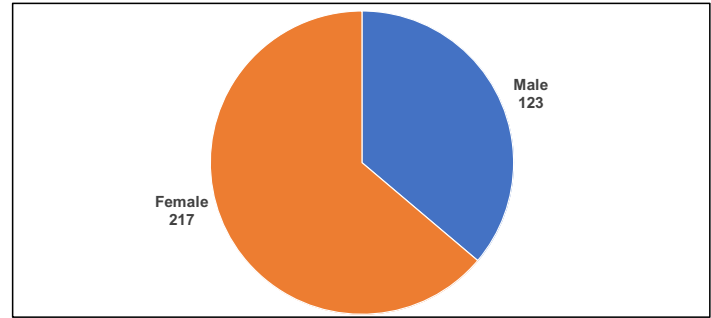
**NEW STARTERS**

(Between 01/01/2019 and 31/12/2019 inclusive)

**BY BAME**



**BY GENDER**



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16 March 2020

**CONTACT OFFICER:** Neil Wilcox; Director of Finance

**(For all enquiries)** (01753) 875653

**WARD(S):** All

**PORTFOLIO:** Cllr Mohammed Nazir, Cabinet Member for Housing & Community Safety

**PART I**  
**KEY DECISION****DISCRETIONARY HOUSING PAYMENTS 2020-21****1 Purpose of Report**

To provide a revised Council policy for the financial year 2020-21 in respect of Discretionary Housing Payments (DHP).

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

The Cabinet is requested to resolve that the policy for Discretionary Housing Payments as set out in Appendix A be approved.

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

This report supports the 5 Year Plan through support to housing outcome and adults outcome through the use of the Discretionary Housing Payments funding stream.

**3a Slough Joint Wellbeing Strategy Priorities**

This report sets out the policies to ensure that residents of Slough can maintain their tenancies in the wake of continuing welfare reforms and thereby ensuring that children remain in a stable environment. It will help reduce the number of families who declare themselves homeless as paying DHP should help maintain their tenancies and help them back into a work environment. ,

**3b Five Year Plan Outcomes**

This report will primarily have implications for Outcomes 1, 2 and 4, as it will assist customers to remain in their own homes within the borough, it

will support tenants both in the private rented sector and council tenancies to become more independent financially.

#### 4 **Other Implications**

##### (a) Financial

- 4.1 The Council proposes to maintain spend within the grant allocation for DHP so as not to put any additional pressure on the Council's general fund budget.
- 4.2 The grant awarded by the Department of Work and Pensions (DWP) for 2020-21 for Slough Borough Council is £848,666.
- 4.3 The overall limit that can be spent on DHP is 2.5 x the grant awarded to each individual Local Authority and for Slough this would be up to £2,121,665.
- 4.4 In order to achieve this, the Council would need to contribute £1,272,999 to the DHP fund.
- 4.5 In previous years the Council has spent up to the grant awarded and this is the intention for 2020-21.

##### (a) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
To approve the following policy  Discretionary Housing Payments.	The aim of the policy is to support customers in the main affected by the Welfare Reform changes, helping those to maintain their home and to ensure that they are helped into work or to find cheaper alternative accommodation.	The policy is very specific on the criteria for award. The policy is also very specific on the time periods for the award and no payment will be made beyond the end of the 2020-21 financial year  The income and expenditure	6  Risk of overall increase in expenditure is low as this is monitored on a monthly basis but information is available on a daily basis should it be needed. The severity should this happen will be marginal as the amount of loss would be	Policies will be reviewed annually.

		will be monitored on a monthly basis throughout the 2020-21 financial year.	only a small payment in relation to the overall grant	
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(c) Human Rights Act and Other Legal Implications

There are no direct legal implications.

(d) Equalities Impact Assessment

A completed EIA is attached at Appendix B.

**5 Supporting Information**

- 5.1 The Discretionary Hardship Payments (DHP) policy is included in appendix A.
- 5.2 Discretionary Hardship Payments within Housing Benefits have been available for a number of years but have been at a reasonably low level, however with the introduction of the Welfare Reform agenda they have taken a much higher profile and government has awarded higher grants
- 5.3 The intention by Government was for this to assist in respect of the welfare reforms such as the bedroom tax, benefit cap etc.
- 5.4 The Welfare Reform agenda has continued to grow; the benefit cap was reduced again in December 2016 for household in Slough and around the country. The government increased the DHP grant in 2016-17 and produced a five year plan for the budgeting of these grants in line with the changes.
- 5.5 The five year plan saw an increase in budget in 2016-17, and a further increase in 2017-18 due to the introduction of a lower HB Cap, but the grant then began to reduce year on year.
- 5.6 Previous years grants are listed below

Year	Amount
2014-15	£672,479
2015-16	£429,112
2016-17	£580,935
2017-18	£760,571
2018-19	£649,394
2019-20	£650,504

- 5.7 The grant for 2020-21 is £848,666 which is £198,162 more than the financial year 2019-20. The reason for the increase this year is that at the Spending Round in September 2019, Treasury confirmed an additional £40m in funding for DHPs for 2020/21. This funding was awarded to support the most vulnerable living in the private rented sector and has been shared between those LAs that did not underspend their government DHP allocation in 2018-19.
- 5.8 It has been noted that those LAs who spent less than 60% of their Central Government DHP funding in 2018/19 have had their 2020/21 allocation reduced by 20% or 40% depending on the proportion and value of their underspend.
- 5.9 The government grant allocation allows Council's to "top-up" the amount of spend available from their own funds and this is limited to Slough to a total £1,272,999, however it is not our intention to make any additional payments. It is intended that spend will remain in line with the government grant allocation.
- 5.10 The Council has spent in line with the grant allocation in previous years
- 5.11 In 2019-20 to the end of January 2020 the Council is below profile on spending the whole award though work is being done to increase the spend where possible.
- 5.12 The awards in 2019-20 to date are broken down as follows – all figures are to 20 February 2020.

Reason for Award	Number of Awards	Total Amount of Awards	% of spend
Local Housing Allowance Shortfall	8	£8070	2%
Spare Room Subsidy Shortfall	7	£1643	1%
Benefit Cap Shortfall	102	£193,802	49%
Core funding Shortfall	254	£144,171	37%
Rent Deposits	77	£43,840	11%
Total*	241	£393,183*	100%

\*Figures to 20 February 2020



- 5.13 The reduction in the Benefits Cap in December 2016 has seen spend in this area increase from 20% of the budget in 2015-16, 46% of the spend in 2018-19 and currently stands at 49% for 2019-20.
- 5.14 Core Funding shortfall includes, those who are under 35 and are restricted to a single room rent, those whose income would be below the means test and other similar situations.
- 5.15 The changes for the financial year 2020-21 are to ensure that the policy remains in line with the legislation, new caselaw that has come into being and clarifications which have been identified throughout the year, changes to reflect the increase in grant as well as the core principals adopted by the Welfare Reform agenda and Slough Borough Council.
- 5.16 In addition as officers have worked with customers to reduce the benefit cap, for example helping people into work which removes the benefit cap the amount of DHP paid in certain areas has reduced which will allow us to increase spend in other areas.
- 5.17 The changes made to the policy relate to:

Expanding the list of the types of applications that should be prioritised to include:

- Households where a member is terminally ill
- Customers who are newly affected by the benefits cap during 2020-21 due to changes in circumstances (i.e. not those who take on a new property which is over and above the cap rate) will be given priority over those that have received DHP for a number of years and were affected by the original benefits cap.
- Households requiring an extra bedroom under child access arrangements
- Households where children are on an age threshold which would result in an additional bedroom entitlement within the next 12 months (re-worded)
- Households where claimant is within 12 months of pension credit qualifying age. (re-worded)
- Households requiring an extra bedroom for a student studying at university providing the student is not in receipt of housing benefit and the bedroom is not sublet during their absence.
- Households that are prevented from moving to alternative lower cost accommodation due to rent arrears.

The policy has also been amended to reflect the legislative changes introduced by the Tenants Fees Act 2019:

- The Council wishes to support customers to move to cheaper alternative accommodation and considers a damage deposit and notes the restrictions placed upon landlords and Letting Agents by the

Tenants Fees Act 2019. As such the Council will only pay the equivalent 5 weeks rent at LHA rate a reasonable deposit for properties up to 2 bedrooms and 6 weeks rent at LHA up to 4 bedrooms (4 weeks and 8 weeks maximum removed). (3.73)

- The Council will not pay an Admin Fee for the Letting Agent to carry out the administrative actions of letting the property as these have been banned by the Tenant Fees 2019 Act. (3.83)

5.18 The Council aim is to support customers to maintain their home and where this is not possible to support customers to move to cheaper alternative accommodation.

5.19 The policy also aims to support homeless families or those threatened with homelessness by helping with rent deposits for alternative accommodation.

5.20 In addition more proactive work will be done during 2020-21 by both the Benefits Service and the Housing Service to increase take up of DHPs.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusion**

That Members are requested to review and approve this policy

## 8 **Appendices Attached**

'A' - DHP policy

"B" - EIA DHP

## 9 **Background Papers**

"1" - Welfare Reform Act 2012

"2" - Discretionary Financial Assistance Regulations 2001 (and amendments)

"3" - Council Tax Benefit abolition (consequential amendments) regulations 2013

"4" - Universal Credit consequential amendments regulations 2013.

"5" - Discretionary Housing Payments Guidance Manual August 2019

"6" - Discretionary Housing Payments Good Practice Manual August 2019

## **Slough's Discretionary Housing Payments Policy 2020-21**

### **1. Introduction**

- 1.1 Discretionary Housing Payments (DHPs), are awarded by the Council to provide further financial assistance (outside of the Housing Benefit and Universal Credit regulations) to help customers meet their housing costs.
- 1.2 The regulations covering DHPs are the Discretionary Financial Assistance Regulations 2001, and amendments included in the Council Tax Benefit abolition (consequential amendments) regulations 2013 and the Universal Credit consequential amendments regulations 2013.
- 1.3 In addition the Secretary of State has also released a Guidance Manual and a Good Practice Manual originally in April 2014 and has made regular updates the most recent being in August 2019 and the 2 documents are now combined.
- 1.4 Local Authorities have broad discretion and this policy covers that discretion, however in conjunction, decisions have to be made in line with "ordinary principals of good decision making" e.g. administrative law. All Local Authorities have to act fairly, reasonably and consistently, in addition each case must be decided on its own merits and the decision making should be consistent throughout the year.
- 1.5 SBC has taken into consideration the above, as well as the the DWP Guidance Manual and Good Practice Guide when developing the DHP policy.
- 1.6 This policy overrides the DWP Guidance Manual for the borough of Slough.
- 1.7 DHPs can play an important role in sustaining tenancies, preventing homelessness and, where needed, enabling customers to move to more affordable accommodation.
- 1.8 DHPs may cover all or part of a shortfall in a customer's eligible rent if they are on Housing Benefit or provide the damage deposit or other assistance a tenant may need in order to secure a tenancy. DHPs may be awarded as a one-off payment and/or as a series of payments.
- 1.9 If the customer is in receipt of the housing element of Universal Credit the DHP may cover the whole housing costs element as determined by the Universal Credit calculation, as long as they are not an owner occupier.
- 1.10 To qualify for a DHP, the customer must have a rent liability, require further financial assistance with their housing costs and have been entitled (defined as in receipt of) to Housing Benefit or the housing element of Universal Credit

throughout the period for which they are claiming assistance.

- 1.11 An application will be refused without consideration of the Customers personal circumstances where the applicant is not in receipt of Housing Benefits or the housing costs element of Universal Credit.
- 1.12 In receipt of underlying entitlement is not classed as in receipt of Housing Benefit. Underlying entitlement is the benefit that you would have been entitled to, had your claim been based on the correct details.

## **2. Amount of funding available**

- 2.1 The Department for Work and Pensions (DWP) makes grants available to local authorities for DHP purposes but these are cash-limited by the Secretary of State. In 2020-21, the total DHP grant budget (shared between all local authorities in England and Wales) is £179.5 million. This figure is made up of the £139.5m DHP funding rolled over from 2019-20 and an additional £40m to support the most vulnerable living in the private rented sector and this represents an increase of 28.67% for this financial year.
- 2.2 The £179.5 million consists of funding for four separate areas of support; Core Funding, Local Housing Allowance (LHA), Removal of the Spare Room Subsidy (RSRS) and benefit cap.
- 2.3 The Core Funding, Local Housing Allowance and Removal of Spare Room Subsidy elements of the overall funding has remained similar to 2019-20 funding received for Slough.
- 2.4 The distribution of the DHP funding is based on the effect of each element on individual LAs.
- 2.5 Slough's share of this £179.5 million grant is £ 848,666 which is an increase on 2019-20 of £198,162.
- 2.6 The Council needs to consider how to allocate this limited DHP resource in a way that is not only fair but also supports those that are in most need of assistance.

## **3 Slough's DHP scheme**

- 3.1 Welfare reform is aimed at encouraging people to move into work, increase their hours and/or move to more affordable accommodation.
- 3.2 Although it is hoped that many people will be able to address and resolve their difficulties without the need for a DHP, the Council recognises that DHPs have an important role to play in providing customers with short term assistance to ease transitions and allow households time to find a way to resolve their difficulties.
- 3.3 The overriding principles of Slough's DHP scheme are as follows:
  - All customers will be treated fairly;

- All DHP applications will be assessed on their individual merits (which includes, where relevant, considerations of equality);
  - All of the options available to the customer (including, for example, reducing household expenditure, maximising income, securing employment and/or moving to alternative, less expensive accommodation) will be taken into account when the Council assesses the merits of each application; and
  - In order to be awarded a DHP, customers must be able to show that their circumstances are exceptional.
- 3.4 In addition and in line with advice from the DWP Slough Borough Council will assess DHP applications from families who have been temporarily rehoused outside of the borough of Slough (out of borough placements) and are in receipt of Housing Benefits and will expect neighbouring boroughs to support their own out of borough placements who are temporarily residing in Slough and remain in receipt of Housing Benefits.
- 3.5 However if the customer is required to make a claim for Universal Credit housing costs, within the area that they have been placed, the Local Authority where the customer is now living and claiming UC housing costs should consider the DHP. This is because the allocation of DHP funding is based on the caseload data within each LA area.

### **3.6 Examples of the shortfalls that DHPs may cover**

- 3.7 The Council is not required to spend its overall grant allocation in any particular way; it is a matter for its discretion.
- 3.8 The types of shortfall that a DHP may cover include the following:
- Reductions in Housing Benefit or Universal Credit, resulting from the application of the benefit cap;
  - Reductions in Housing Benefit or Universal Credit, resulting from the under-occupation of social rented housing;
  - Reductions in Housing Benefit or Universal Credit, resulting from Local Housing Allowance restrictions, including the Shared Accommodation Rate; or Local Reference Rent
  - Reductions in Housing Benefit or Universal Credit, resulting from non-dependant deductions and the use of income tapers;
  - Rent shortfalls to prevent a household becoming homeless whilst alternative options are explored up to a maximum of six months, this may be extended in exceptional circumstances as outlined below..
  - Income taper reductions
  - Any other legislative changes which limits the amount of Housing Benefit payable e.g. the removal of family premium

- Slough Borough Council also wants to support Care Leavers and their status will be considered when assessing a DHP award.

### **3.9 What DHP cannot cover**

3.10 For the purposes of a DHP, the following elements of a customer's rent cannot be included in their claim for housing costs because the regulations exclude them:

- Ineligible service charges
- Increases in rent that are due to outstanding rent arrears;

Other excluded criteria are:

- Sanctions and reductions in Benefit
- Benefit suspensions
- Where there is no rent liability or they are not receiving Housing Benefit or Universal Credit for rent costs i.e. if they are only receiving Council Tax Support.
- Shortfalls caused by recovery of overpaid Housing Benefit or Universal Credit

### **3.11 Objectives of this DHP policy**

3.12 The Council will consider making a DHP award to customers who meet the qualifying criteria. Assessing all applications on their individual merits, it will consider the extent to which the financial assistance requested will meet the Council's objectives of:

- Alleviating poverty
- Encouraging and sustaining people in employment;
- Sustaining tenancies and preventing homelessness;
- Safeguarding Slough residents in their own homes;
- Helping people who are trying to help themselves;
- Keeping families together;
- Supporting victims of domestic violence to move to a place of safety
- Supporting the vulnerable and elderly in the local community;
- Supporting disabled people to remain in adapted properties

- Helping customers through personal and difficult events;
- Supporting young people in the transition to adult life;
- Promoting good educational outcomes for children and young people.
- Supporting the work of Foster Carers
- Avoidance of unlawful discrimination

### **3.13 Support for households affected by welfare reform**

- 3.14 Sloughs DHP policy is designed to provide short term assistance to ease transitions and allow households time to find a way of resolving their difficulties. Long term awards will however be considered in appropriate circumstances.
- 3.15 The exceptions being cases which will be determined under caselaw already in place at the time of this policy or caselaw that comes into being during the life of this policy.
- 3.16 All applications will be assessed on their individual merits. However, when considering applications, the Council will take into account not just the cash limitations of what remains in the DHP budget but also the extent to which a DHP can help the customer to overcome temporary difficulties and, if possible, enable them to secure paid employment and/or move to alternative accommodation that they can afford.
- 3.17 The expectation is that DHPs will be awarded in unusual or exceptional circumstances (unless already determined by caselaw) where additional help with the current rent will have a significant effect in alleviating hardship, reducing the risk of homelessness or alleviating difficulties that may be experienced in the transition from long term benefit dependence into work. The Council must see evidence that the customer is working to reduce their rental liability or increase their income in the longer term for DHP awards to continue.
- 3.18 At the discretion of the Council, conditions may be attached to a DHP award.

### **3.19 Households affected by the Benefit Cap**

- 3.20 The purpose of the DHP funding is usually to provide short-term, temporary relief except but long term where the customer is disabled and affected by recent caselaw to mitigate the most severe effects of the benefit cap until a more sustainable solution is found.
- 3.21 Examples of the groups that are likely to be particularly affected by the benefit cap include (but are not limited to) the following:
- Families living in private rented accommodation
  - Families living in Temporary Accommodation;

- Individuals or families fleeing domestic violence;
- Those with kinship responsibilities;
- Individuals or families who cannot move immediately for reasons of health, education or child protection;
- Households that are moving to or are having difficulty moving to more appropriate accommodation.
- Families who are affected by the benefit cap and have a disabled member of the family.

3.22 The intention of the DWP is that the majority of these customers affected by the benefits cap will move into work and therefore become exempt from the cap. Some may choose to move whilst others may consider other means by which they might be able to meet any shortfall such as trying to negotiate a reduction in their rent or meeting the shortfall from other sources.

3.23 Given the limitations of the DHP budget, it is necessary that priority is given to benefit cap customers in order to assist them achieve the above aims.

3.24 The Council is unable to provide a complete prioritised list as it will treat each claim on its own merits and take into consideration the individual circumstances of the customer – the following are the areas of vulnerability that the Council will consider a priority, but other cases depending on the circumstances will not be excluded.

- Households that need to move to alternative, lower cost accommodation but are unable to do so immediately (for reasons of health, education or child protection) and the provision of short-term financial assistance will contribute to the achievement of one or more of the Council's DHP policy objectives
- Households that need to move to alternative, lower cost accommodation but are working proactively to resolve their situation and the short-term award of a DHP will, prevent the household from becoming homeless or delay homelessness for long enough to enable them to complete a planned move to more affordable accommodation;
- Households that are, working proactively with Jobcentre Plus and advice / support providers to secure paid employment, claim Working Tax Credit and become exempt from the benefit cap.
- Households who are benefit capped but are unable to work because they have dependent children aged less than 9 months or under the age of 2 and they cannot secure childcare.
- Homeless households that are residing in Temporary Accommodation (provided by, or on behalf of, Slough Council) and have been assessed, by the Council, as being particularly vulnerable, and needing to remain in the area or they are awaiting an offer of alternative Temporary Accommodation, procured at a lower cost; or are awaiting a decision on their Homeless application.



- Households that are prevented from moving to alternative lower cost accommodation due to rent arrears.
  - Households that have a disabled member of the family where they are unable or unwilling to move due to proximity to healthcare professional etc or to support the disabled family member or where they require an additional room to support their disability.
  - Households where a member is terminally ill
  - Customers who are newly affected by the benefits cap during 2020-21 due to changes in circumstances (i.e. not those who take on a new property which is over and above the cap rate) will be given priority over those that have received DHP for a number of years and were affected by the original benefits cap.
  - Care Leavers
  - Households requiring an extra bedroom under child access arrangements.
  - Households where claimant is within 12 months of pension credit qualifying age.
  - A household requiring an extra bedroom for a student studying at university providing the student is not in receipt of housing benefit and the bedroom is not sublet during their absence.
  - Households where children are on an age threshold which would result in an additional bedroom entitlement within the next 12 months.
- 3.25 In the above instances the difference between the benefits cap and the eligible rent will be paid for the first 6 months only of the first DHP claim without taking income and expenditure into consideration in order for the Customer to take actions to review their situation.
- 3.26 In order for the above (3.25) a fully completed DHP application must be made to the DHP office with all the supporting information including that showing how the Customer falls into the above category. (Please see below 4.1 for additional information on Care Leavers)
- 3.27 All DHP applications will be assessed on their individual merits.
- 3.28 Households affected by the benefits cap, where it cannot be evidenced that steps have been taken to alleviate the effects of the cap or are not classed as vulnerable (see 3.24) will not be eligible for indefinite DHP awards. Where this is the case awards will be reduced by a taper over a specified period depending on the circumstances of the customer. This will be relayed in the notification letter to the customer.

### **3.29 Households affected by the benefit cap that will not be entitled to DHP**

3.30 In the main any household that has taken on a new tenancy, apart from where that accommodation is TA, (as there is limited choice in this accommodation) who does not fulfil the vulnerable criteria outlined above will not be considered eligible for DHP as the Council expects households to consider their income and expenditure when sourcing new accommodation.

3.31 The Council will however consider a DHP for up to 6 months in the above instance where the customer can show that they had no choice but to move and there was no other suitable alternative accommodation or that they expect their circumstances to change in this period. In this instance the maximum that will be paid will be any previous DHP award amount + £30 per week.

### **3.32 Households affected by the Social Rented Sector Size Criteria**

3.33 The purpose of the DHP funding is to help those customers who are unlikely to be able to meet the shortfall in the rent payments and for whom moving to a smaller property may be problematic.

3.34 For customers living in significantly adapted accommodation it may be more cost-effective to allow them to live in their current accommodation rather than moving them into smaller accommodation which then needs to be adapted.

3.35 In addition, customers who are living in properties which have been significantly adapted for other household members such as for a disabled child or non-dependants the same will apply.

3.36 There is no definition of significantly adapted accommodation in the regulations or guidance. This is to be determined on an individual basis taking into account the adaptations that would have to be carried out should the customer be required to move to alternative accommodation.

3.37 In addition where there has been no significant adaptation of the property but a member of the household has a long term medical condition that creates difficulties in sharing a bedroom and which has been substantiated by a doctor's letter as part of their application then a DHP would be appropriate.

3.38 The above group will be proactively encouraged to claim DHP. This claim will not take into consideration income and expenditure but as long as the customer is in receipt of Housing Benefit or the housing costs element of Universal Credit and they have a confirmed adapted property the difference between the benefit award and the eligible housing costs will be paid by DHP.

### **3.39 Support for disabled children or non-dependants who need an additional bedroom for an overnight carer**

3.40 Customers or their partners who require frequent care from a non-resident overnight carer or team of carers are allowed an additional bedroom for that carer under the maximum rent (social sector) size criteria.

3.41 This provision has now been extended to apply to other members of the household. Therefore, where an additional bedroom is needed for a non-resident carer who is providing overnight care to a disabled child or non-dependant an extra bedroom is now allowed for the carer (A3/2017 applies) and a DHP application is no longer required.

#### 3.42 **Support for approved or prospective adoptive parents**

3.43 Customers who have been approved as adopters are required to have a bedroom for an adopted child. Until the child forms part of the household, removal of the spare room subsidy may apply and DHPs can be used to provide support in the interim period.

3.44 Similarly, people going through the approval process to become adoptive parents will need to show that they have a spare room for a child. If a DHP is paid on this basis it will be the responsibility of the customer to inform the LA of any change of circumstances if, for example, they were not subsequently approved.

3.45 In some cases the LA will specify that an adopted child should have their own room, and not share with another child. DHPs may be used on an on-going basis to provide support where an additional bedroom is not allowed for housing benefit purposes. This claim will not take into consideration income and expenditure but as long as the customer is in receipt of Housing Benefit or the housing costs element of Universal Credit and they are a confirmed prospective adoptive parent the difference between the benefit award and the eligible housing costs will be paid by DHP.

#### 3.46 **Support for approved or prospective foster carers**

3.47 Foster Carers are allowed **one** extra bedroom for HB purposes under the size criteria rules providing they have fostered a child or became an approved foster carer within the last 52 weeks.

3.48 Some customers may be caring for siblings, or for two or more unrelated foster children, and require additional bedrooms. National minimum standards for Fostering Services state that a foster child over the age of 3 should generally have their own room. However, the size criteria rules for HB only allow foster carers to have one extra bedroom; therefore a DHP will be awarded to help cover any reduction in housing benefit due the additional rooms that are required.

3.49 People going through the approval process to become foster carers will need to show that they have a spare room to be approved. If a DHP is paid on this basis it would be up to the customer to inform the LA of any change of circumstances if, for example, they were not subsequently approved.

#### 3.50 **Support for disabled children**

3.51 The Government has amended legislation to allow an extra bedroom for a severely disabled child eligible for the middle or highest rates of Disability Living Allowance (DLA) care who would normally be expected to share a room under the size criteria rules, but is not reasonably able to do so due to severe disability. If the child meets the DLA criteria then the SBC will assess whether or not the child's impairment makes it unreasonable for them to share a bedroom, taking the full facts of the case into consideration.

3.52 In cases where a child is not entitled to DLA care at either the middle or highest rate but the customer advises that their child is unable to share, consideration will be given to whether awarding DHP is appropriate.

3.53 In addition given the limitations of the DHP budget – and on the understanding that the Council and its housing association partners will do everything they can to support customers and prevent them from becoming homeless – the Council will give priority to DHP applications received from the following households:

- Households that contain a person with a disability and are living in 'significantly adapted' accommodation;
- Households that contain a disabled child who is unable to share a bedroom because of their severe disabilities, where regulations do not allow for the extra bedroom;
- Households that contain a disabled child and are living in accommodation that has been adapted to meet the child's needs, where regulations do not allow for the extra bedroom; and
- Households containing someone who has a severe and persisting disability which means that they are dependent on the care and support of relatives and friends who are living in the local community and there is no suitable accommodation available, within the local area, to which they are able to transfer.
- Households where an additional room is needed because of a person or persons disability, which precludes a couple sharing a room or where an additional room is needed to store equipment essential because of a persons disability.
- Households who have been approved as adopters or prospective foster parents within the last 52 weeks or are going through the approval process and need a spare room(s) in order to qualify.

3.54 Depending on the level of demand for DHPs, the Council may also give priority to DHP applications from the following households:

- Households whose Housing Benefit is restricted by the Size Criteria but that restriction will within 12 months be lifted because the customer (and their partner, if they have one) will reach the age at which they will be able to claim Pension Credit;
- Households whose Housing Benefit is restricted by the Size Criteria but that restriction will soon be lifted because one or more of their children will within 12 months reach an age when they are not expected to share a bedroom;
- Households where the mother is pregnant and have currently have no more than one child, but whose Housing Benefit is restricted by the Size Criteria but that restriction will soon be lifted when the baby is born; and
- Households with exceptional need, which are actively and consistently engaging in seeking to downsize to accommodation that matches their need.

3.55 Households affected by the Social Rented Sector Size Criteria will be encouraged (where they are not an exempt or vulnerable category as outlined above) to move to smaller accommodation to reduce the effect of the Social Rented Sector Size Criteria.

3.56 Households who would be expected to move will be informed in their original

DHP award letter and will be expected to make all efforts to achieve this.

- 3.57 The Council accepts that the availability of smaller accommodation is limited and will not reduce or remove DHP payments where the Customer can evidence that they have made attempts to move e.g. joined the Housing Transfer list, made a mutual exchange application or on the home swapper list etc
- 3.58 However where no attempt to move has been made, where a customer has refused a reasonable offer to move or the Customers wishes to remain in their existing property DHP will not be awarded, unless they fall under the vulnerable criteria above. (A reasonable offer will be defined in conjunction with the Council's Letting service).
- 3.59 Households affected by the Social Rented Sector Size Criteria that will not be entitled to DHP**
- 3.60 Any household that has taken on a new tenancy who does not fulfil the vulnerable criteria outlined in 3.24 will not be considered eligible for DHP as the Council expects households to consider their rental liability, income and expenditure when sourcing new accommodation.
- 3.62 Customers who have refused a reasonable offer of a move, who have made no attempt to go on the Housing transfer list, home swapper etc or have no wish to move.
- 3.63 Other households requesting a DHP, including those that are affected by the Local Housing Allowance restrictions**
- 3.64 The purpose of the DHP funding is to provide short-term, temporary relief to families and vulnerable people whose Housing Benefit or Universal Credit has been reduced, due to Local Housing Allowance restrictions (including the LHA caps, the Shared Accommodation Rate and changes to the way in which LHA is calculated), income tapers and non-dependant deductions.
- 3.65 DHPs cannot assist with the council tax liabilities that residents incur under the Council Tax Reduction scheme, known as Local Council Tax Support in Slough (this was introduced here in 2013).
- 3.66 All DHP applications will be considered on their individual merits. However, the Council will give priority to applications from households that have children and need to move to alternative, lower cost accommodation but are unable to do so immediately (for reasons of health, education or child protection).
- 3.67 Where a customer, remaining in the same property becomes affected by the LHA reforms due to a rent increase 3.64 will also apply, and advice will be provided on moving to cheaper alternative accommodation and or discussions with the Landlord regarding the increase. In this instance the original assessment period will be for no more than 3 months and the claim will be reviewed after this time.
- 3.68 The Council will however consider a DHP for up to 6 months in the above instance where the customer can show there was no other suitable alternative accommodation or that they expect their circumstances to change in this period. In this instance the maximum that will be paid will be £30 DHP per

week.

### **3.69 Rent-in-advance, damage deposits, admin fee and removals**

- 3.70 The DHP budget is insufficient to meet the rent shortfalls of the thousands of customers whose Housing Benefit and Universal Credit no longer cover their full rent.
- 3.71 In order to provide long term solutions, the Council will help and encourage customers to move to alternative accommodation that they can afford.
- 3.72 Instead of providing customers with short term assistance to enable them to maintain the rent payments on a home that they will never be able to afford without a DHP, the Council has decided that it would be better to help those customers to move to somewhere they can afford, at a much earlier stage, by providing them with the help they require to pay the damage deposit. LHA rates will be used in the majority of cases as the ceiling for damage deposits.
- 3.73 The Council wishes to support customers to move to cheaper alternative accommodation and will consider DHP applications for a damage deposit and notes the restrictions placed upon landlords and Letting Agents by the Tenants Fees Act 2019. As such the Council will only pay the equivalent 5 weeks rent at LHA rate a reasonable deposit for properties up to 2 bedrooms and 6 weeks rent at LHA up to 4 bedrooms.
- 3.74 The Council will consider applications for damage deposit for a property outside of the borough where the customer is currently entitled to Housing Benefits or Universal Credit within the borough and is being supported by the Housing Demand Team due to Homelessness or potential Homelessness and where the Deposit Guarantee Scheme (DGS) cannot be used the Council will consider favourably the application made.
- 3.75 Where the customer is requesting a damage deposit for a property outside of the borough of Slough and is currently entitled to Housing Benefits or Universal Credit within the borough and the move will ensure they are moving to cheaper alternative accommodation or will facilitate the objectives in the Welfare Reform bill (such as help them to return to work or increase their hours of work by moving closer to the employment) this too will be considered favourably.
- 3.76 When considering DHP requests for such a purpose, the Council will take into account any damage deposit that is due to be returned to the customers. The Council will also check that the customer's new home will be affordable.
- 3.77 The Council understands that in some instances (mainly because of vulnerability issues) the Customer will have limited choice in the accommodation that they can move to and that the amount of damage deposit may be in excess of the LHA rates, in these instances the Council will take the evidenced reasons into account when making a decision.
- 3.78 The Council will not normally pay rent-in-advance or removal costs.
- 3.79 Customer may make an application for Local Welfare Provision, where assistance with removal costs is required.
- 3.80 In exceptional circumstances applicants will also be entitled to claim a deposit if they are not currently in receipt of housing benefit or UC housing cost but

are entitled to either, and in making the payment it will assist the Council to fulfil its duty to provide suitable accommodation, prevent homelessness and to avoid placing residents in expensive temporary accommodation.

- 3.81 The Council will consider rent in advance only in exceptional circumstances which include:
- where it is necessary to make such a payment to comply with the authority's legal obligations e.g. to avoid unlawful discrimination
  - where the Customer is vulnerable (see 3.24)
  - the Council will also consider rent in advance if this discharges any future obligation.
  - the Council may offset this rent in advance award from any future HB award for the same period of time.
- 3.82 The DHP guidance from the Secretary of State issued in August 2019 by the DWP has been taken into consideration when writing this policy.
- 3.83 The Council will not pay an Admin Fee for the Letting Agent to carry out the administrative actions of letting the property as these have been banned by the Tenant Fees 2019 Act.
- 3.84 Regard will be given to the Court of Appeal's decision in R v. LB Lambeth, ex parte Gargett which sets out that any HB already paid towards 'housing costs' must be deducted when calculating the amount of a DHP to avoid duplicate provision.
- 3.85 The 'Gargett' case relates to rent arrears and specifically whether a DHP could be used to pay a lump sum towards rent arrears (the Court of Appeal found that a DHP could be used for this purpose). However, the case also discusses the issue of duplication of DHPs and HB. In relation to preventing duplication of provision, part of the decision states "housing benefits already paid for past housing costs must also be deducted. This is implicit in the purpose for which DHPs may be made". A backdated lump-sum award can however be made to clear arrears if this will enable the customer to move to cheaper accommodation or prevent them from being evicted from their current address.
- 3.86 The 'Gargett' case does not prevent the use of a DHP for rent in advance but indicates that when making such a decision on whether DHP can be used, the Council must consider whether there is likely to be a duplication of payments for the initial part of the tenancy if the DHP is made; and whether there is any means to avoid this.
- 3.87 When awarding a DHP for a rent deposit or rent in advance, the council must be satisfied that:
- the property is affordable for the tenant; and
  - the tenant has a valid reason to move; and
  - the deposit or rent in advance is reasonable.

It will be remembered that it may not always be possible for the claimant to seek the most affordable accommodation, for example, when someone fleeing the home due to domestic abuse needs to seek a place of safety such as a refuge service.

### **3.88 DHPs and two homes**

- 3.89 The regulations allow an authority to award DHPs on two homes when someone is treated as temporarily absent from their main home, for example because of domestic violence.
- 3.90 The regulations in Housing Benefit and Universal Credit also allow for these benefits to be paid on two homes in exceptional circumstances e.g. Domestic Violence
- 3.91 Where the customer is in receipt of Housing Benefit or Universal Credit it is expected that they will apply for a “two homes payment” via these benefits.
- 3.92 If the customer is of working age and the benefit cap will come into operation, the Benefits Service will consider if the customer is treated eligible for benefits on both properties and if there is a total shortfall. If there is a total shortfall DHP may be awarded up to the weekly or monthly eligible rent on both properties.
- 3.93 If the customer is not of working age (or other qualifying circumstances) and therefore the cap does not apply, the customer will be treated as liable for rent on both properties and benefit awarded appropriately if there is a shortfall. It is acceptable to award DHP in respect of both properties subject to the weekly or monthly limit on each property.
- 3.94 If the customer is only treated as liable for Housing Benefit or Universal Credit on one home, but is having to pay rent on two homes, a weekly DHP could be considered though the maximum award would be up to the eligible rent for the main home.
- 3.95 Where the customer is in receipt of Housing Benefit or Universal Credit and is liable for rent on both properties but does not fall under the criteria above, then consideration will be given by SBC for the reason that they are liable for rent on two homes. If this is due to extenuating circumstances an award will be made and an exception will be made to pay up to the full rent on the properties for a limited period.

## **4 Assessment of applications**

- 4.1 When deciding whether or not to award a DHP, the Council will assess each application on its merits (including considerations of equality) and take into account its objectives and factors such as the following however this is not an exhaustive list:
- The size of any shortfall that exists between what the customer is receiving in housing costs (from Housing Benefit or Universal Credit) and the eligible housing costs for which they are liable, together with the reasons for this shortfall.
  - The legislation allows for customers in receipt of Universal Credit to have the whole of their Housing costs paid by DHP, however taking into account the limited budget SBC will only pay the difference in the shortfall between Housing Costs element of the Universal Credit award and the total eligible rent as determined by SBC apart from very exceptional circumstances.



- The financial circumstances (income and expenditure, savings, capital and indebtedness) of the customer, their partner and anyone else living in their home;
- Any special needs or health and social problems that the customer and/or their family have, and what impact these have on their housing and financial situation;
- Income from disability-related benefits such as Disability Living Allowance or the Personal Independence Payment, SBC will have regard to the decision of the High Court in R v. Sandwell MBC, ex parte Hardy. In particular, SBC will consider each DHP claim on a case by case basis having regard to the purpose of those benefits and whether the money from those benefits has been committed to other liabilities associated with disability. Where the money from these benefits has been committed to liabilities associated with disability they will be excluded from the calculation. The council will therefore exclude these benefits from any calculation apart from very exceptional circumstances.
- The Council will also take into consideration unavoidable costs that the customer may have, such as fares for travel to work. This may include, for example, people who have had to move as a result of welfare reforms.
- The impact that moving home and/or changing schools is likely to have on the family and the educational outcomes of any young people in the household;
- Young people leaving LA care until they reach the age of 25; in this instance the Council acknowledges its role as a Corporate Parent and the responsibilities of keeping our Care Leavers safe and supporting them to have successful lives. Without the family support most young people get as they become adults, Care Leavers often struggle to juggle their household bills and make ends meet. Many find themselves in debt, or having to go without food or other basic necessities. The Council therefore wishes to help give Slough Care Leavers the best start in adult life by supporting their housing costs for the period that the Council has a statutory duty to support them. In this instance as long as the Slough Care Leaver is in receipt of Housing Benefits or housing costs element of Universal Credit and makes a claim for DHP the difference between their eligible rent and their benefit will be paid for by DHP. Slough Care Leavers can be confirmed by the SCST.
- Families with kinship care arrangements.
- Families with a child temporarily in care but who is expected to return home
- The council will also give favourable consideration to mixed aged couples and the change in the legislation from May 2019, supporting them back to their original entitlement for up to 3 months while they review the situation.

- The reasons why, compared to other people, the circumstances of the customer and their family should be considered ‘exceptional’
  - Following the tragic terrorist attacks in Manchester on 22 May 2017 and London on 3 June 2017, compensation schemes (“We Love Manchester Emergency Fund” (WLMEF) and “London Emergencies Trust” (LET)) have been set up to help those affected. From 19 June 2017 regulations came into force which exempt these payments. Both WLMEF and LET are adopting similar principles to the London Bombings Relief Charity Fund (LBRCF) set up in 2005. Additionally From 19 June 2017 all payments made by either WLMEF or LET are fully disregarded for the purposes of calculating HB, and applies to existing and new claims. This covers the injured, deceased person and their spouse, partner, civil partner and child. Therefore the Council will be mindful that these payments may be made and they will be excluded from the calculation of income for any DHP applications.
  - The impact that not awarding a DHP is likely to have on the Council’s finances and services, especially homelessness, social care, family support and health;
  - The length of time for which a DHP is being sought;
  - Any steps the customer has taken to reduce their rental liability;
  - Any steps that the customer has taken to increase their income;
  - Any steps the customer has taken to be removed from the Benefit Cap
  - Whether the customer has made attempts to move to cheaper alternative accommodation;
  - The amount of money remaining in the DHP budget; and
  - Any other factors that the Council and/or customer consider appropriate.
- 4.2 The Council will not normally make allowance for any financial loss resulting from the customer’s failure to claim any benefits in a timely manner. No allowance will be made, either, for any debt relating to an overpayment of Housing Benefit or Universal Credit.
- 4.3 When the Council has considered the customer’s needs and circumstances, it will decide how much to award. This may be any amount below the difference between the rental liability and payment for Housing Benefit / Universal Credit. The DHP award cannot exceed the weekly or monthly eligible rent for the customer’s home.
- 4.4 The award of a DHP does not guarantee that a further award will be made at a later date, even if the customer’s circumstances remain unchanged.

## **5 Claiming a DHP**

- 5.1 The regulations require a DHP to be claimed.
- 5.2 In most cases, the person who claims a DHP will be the person who is receiving Housing Benefit or Universal Credit, or their partner. However, the Council may also accept a claim from someone who is acting on behalf of that person (such as an appointee or advocate) if the person is vulnerable and requires support.
- 5.3 The Council accepts DHP claims in writing and provides an application form for this purpose. The Council will also accept a DHP claim made on-line and in certain circumstances via the telephone.
- 5.4 A claim for a DHP will be considered from the date a DHP is requested, but on condition that all supporting information and documentation is received by the Council within one month of the date the Council requests it.
- 5.5 The application form prescribes the information necessary to support a claim for DHP, for the avoidance of doubt this must include income and expenditure and both must be evidenced. A claim will not be determined without the evidence provided (except where we have deemed it unnecessary).
- 5.6 If the Council requires additional information and evidence to assess the claim, it will request this from the customer in writing, electronically or verbally (over the telephone, face to face or by visit). The customer must provide this information and documentation on time.
- 5.7 If the customer fails to provide the information and documentation on time, the Council will make a decision based on any information it already holds, including the information held on its Housing Benefit computer system. More time may be allowed for some individuals, however, if the Council thinks it is reasonable to do so.
- 5.8 Information must be supplied to support the DHP application and customers must not assume that because information has been supplied to other Council departments it will be available to support the DHP application.

## **6 Period of award**

- 6.1 The Council will decide on the length of time for which a DHP is to be awarded.
- 6.2 The start date for an award will normally be the Monday following receipt of the claim. However, the Council does have the discretion to backdate an award for DHP if it considers that the customer's circumstances merit this.
- 6.3 DHPs will normally be paid for a minimum of one week. The length of each award will be based on the individual circumstances of each customer; no award will be made past the end date of the tenancy agreement.
- 6.4 As an award can only be made for the current financial year, any award that is made for the remainder of 2020-21 will have to be followed by a new application for the next financial year even if the customer's circumstances remain unchanged.

- 6.5 Although all customers are entitled to make a fresh claim (for a further DHP) when their existing award comes to an end, the Council will not automatically invite customers to apply for another DHP.
- 6.6 As DHPs will not usually be regarded as offering a long term solution to a customer's financial situation, the maximum length of a DHP award (or a series of consecutive awards) will not normally exceed 12 months. Exceptions may be made, in particular for certain customers affected by the Social Rented Sector Size Criteria and where the Council continues to regard it as inappropriate for the customer to have to move, and the relevant caselaw that is operation at the time of this policy and new caselaw that comes into operation during the life of this policy
- 6.7 Exceptions will also be made in line with recent caselaw, where an award is made to a disabled customer who lives in significantly adapted accommodation in the social rented sector but who is subject to the removal of the spare room subsidy, the award will be made on a longer-term basis, including an indefinite award subject to a relevant change in their circumstances.
- 6.8 DHPs will also be considered on a longer term basis for customers who have a medical condition that makes it difficult to share a bedroom and for disabled children or non-dependants who need an additional bedroom for a non-resident overnight carer or team of carers.
- 6.9 Long term awards will also be made in cases where a disabled child who would normally be expected to share a bedroom under size criteria rules requires a separate room, and provides evidence that this is the case but does not meet the HB criterion of being in receipt of the Middle and Higher rates of DLA Care.
- 6.10 Failure to meet the conditions stated in the award notification may lead to an initial reduction or the complete withdrawal of the award.

## **7 Request for backdating**

- 7.1 The Council will consider any reasonable request for backdating a DHP award. However, these will be limited to the period in which the customer has been entitled to Housing Benefit or Universal Credit.
- 7.2 The Council will normally only consider backdating of awards to the beginning of the financial year when the application was made. Applications for periods beyond the current financial year will only be approved by the Benefit Manager in exceptional circumstances and only where the current budget and demand allows.
- 7.3 In the instance of applying for a damage deposit or rent in advance it is expected that Customers would need the money prior to taking up the tenancy, and where they have borrowed the money either from a friend or relative or from the Housing Department for example, a claim would be expected to be made within 8 weeks of moving to the premises.

## **8 Making a claim in advance**

- 8.1 A DHP can only be considered for a period when the customer is entitled to Housing Benefit or Universal Credit.
- 8.2 However, claims can be made in advance, where the customer is anticipating a change in their situation, such as the forthcoming imposition of the benefit cap and the Social Rented Housing Size Criteria.

## **9 Notification of decisions**

- 9.1 The customer will be notified, in writing, of the outcome of the DHP claim within 14 days of receipt of the claim and all supporting documentation, or as soon as possible after that.
- 9.2 If a claim is unsuccessful, the Council's decision letter will include an explanation of how the decision has been reached and details of the right of review.
- 9.3 If the claim is successful, the Council's decision letter will include the following:
- The reason for the award;
  - The amount awarded;
  - The period of the award;
  - To whom the DHP will be paid;
  - The customer's duty to report any changes in circumstances and
  - Any conditions associated with the award
  - Details of the right of review

## **10. Changes in circumstances**

- 10.1 The customer must tell the Council if their circumstances change after a DHP is awarded. This is made clear to customers in the award letter and application form.
- 10.2 Customers must report all changes of circumstances that may be relevant to the DHP award to the Housing Benefits service even if they have been reported to other services or departments for example Job Centre Plus because a Universal Credit claim is in payment.
- 10.3 The Council may revise a DHP award if the customer's circumstances have changed.
- 10.4 The Council reserves the right to recover any overpayments relating to DHP (see Section 13)

## **11. Payment arrangements**

- 11.1 The Council will decide whether the DHP should be paid to the tenant, the landlord or a third party.
- 11.2 The payment will be made within 5 days of the award being notified.
- 11.3 The Council will give priority to assessing an award for a Damage Deposit.

## **12. Right to request a review**

- 12.1 As a DHP is not a payment of Housing Benefit or Universal Credit, it is not subject to the appeals mechanism that operates under those schemes.
- 12.2 Customers can request a review of a decision to refuse to award a DHP, a decision to award a reduced amount, a decision not to backdate an award for DHP or a decision to seek recovery of an overpayment of a DHP as follows:
  - A customer (or their representative) who disagrees with a DHP decision may request a review. This request must be made in writing, within one month of when the notification was issued, and set out the reasons for requesting a review. (The time limit for requesting a review may be extended if the Council considers it reasonable to do so).
  - The appeal will be reviewed by an independent officer(s) to those that made the original decision.
  - The customer will be notified in writing once the decision has been reviewed, including the outcome of the review and a new decision notification if appropriate.
- 12.3 This decision will be final. In cases of alleged maladministration by the Council, the customer should follow the Council's complaints process. If a customer is still unhappy, they have a right to contact the Local Government Ombudsman.
- 12.4 The Council may at anytime review its own decision.

## **13. Overpayments**

- 13.1 The Council will make every effort to minimise overpayments of DHP.
- 13.2 If an overpayment does occur, the Council will decide whether or not it is appropriate to recover it. If recovery action is appropriate, the Council will send an invoice to the customer (or the person to whom the DHP was made) and a written explanation of how the overpayment occurred and the periods and amounts to which it relates.
- 13.3 Where the overpayment is a result of an error made by the Council, recovery will not normally be sought, unless the customer or person who received the payment could have reasonably known they were being overpaid.
- 13.4 DHP overpayments will not be recovered from payments of Housing Benefit

and Universal Credit that are due to the customer, but may be recovered from any future awards of DHP.

## **14 Fraud**

- 14.1 The Council is committed to tackling and preventing fraud in all its forms.
- 14.2 If a customer, Landlord or Agent attempts to claim a DHP by making a false declaration or providing false evidence or statements, they may have committed an offence under the Theft Act 1968. Where the Council suspects that fraud may have occurred, it will investigate the matter as appropriate and this may lead to criminal proceedings.

## **15 Homeless Reduction Act**

- 15.1 The Homeless Reduction Act came into effect in April 2018 and the Act imposes a duty to assess, prevent and relieve homelessness.
- 15.2 Homelessness can have a negative impact for the household concerned in terms of health, education and employment prospects, a DHP should be used where possible to prevent the household from being evicted and becoming homeless;
- 15.3 An award of DHP may be central to the person being able to access or maintain employment, education or training and so they are less likely to become homeless; the Council is committed to support the Homeless Reduction Act will prioritise DHP applications via the Housing Demand Team as long as all the supporting information has been supplied
- 15.4 The new duties under the Act include
- A duty to assess and agree a plan to secure and retain suitable accommodation with all eligible applicants who are homeless or threatened with homelessness is imposed.
  - A duty on the LA to prevent homelessness through taking reasonable steps to secure accommodation
  - A duty to take reasonable steps to help applicants, regardless of whether they are in 'priority need', to secure accommodation.
  - For homeless applicants who have a 'priority need' there is a duty to provide interim accommodation whilst the relief duties are carried out.
  - A duty for all public authorities to notify a local housing authority of the homelessness or threatened homelessness of a person (with their consent) and to provide the contact details of the person

## **16 Publicity**

- 16.1 The Council has a responsibility to ensure that it does not limit the legal discretions it may apply, and it is committed to applying this policy fairly and consistently.

- 16.2 It will take steps to maximise take up to make sure that the funds are targeted towards those who are most in need. This policy will be made available on request and via the Council's website: [www.slough.gov.uk](http://www.slough.gov.uk)

## **17 Debt advice**

- 17.1 Anyone experiencing debt problems will be signposted to local debt advice agencies for free, confidential, impartial advice.

## **18 Policy review**

- 18.1 This policy will be reviewed on a regular basis and in light of any legislative changes, trends or other factors that impact on its effectiveness.
- 18.2 The Council may also, during the course of any year, review and reconsider whether it should allocate any of its own resources towards the overall DHP budget.



# Equality Impact Assessment

<b>Directorate: Transformation</b>	
<b>Service: Finance &amp; Audit</b>	
<b>Name of Officer/s completing assessment: Laretta Vitalis</b>	
<b>Date of Assessment: 20.02.2020</b>	
<b>Name of service/function or policy being assessed: Discretionary Housing Payments Scheme 2020-21</b>	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The <u>changes</u> to the Discretionary Housing Payment scheme for 2020-21</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered by Slough Borough Council Benefit Service. Their job is to accept all applications, analyse them, request such supporting information as they see fit and assess how much local Discretionary Housing Payment a person will be entitled to within the bounds of the scheme. If the Customer disagrees with the assessment they have the right to appeal the decision to an Independent Officer employed by Slough Borough Council. If the reason for an appeal is that the Customer has provided additional information this will be classed as a review and passed back for reassessment of entitlement. If no additional information is received the assessment will still be reviewed based on the information available and the customer will be made aware of the outcome. The scheme is a discretionary scheme and though the overall circumstances are stated, the council acknowledges that there can be no statement for every single circumstance hence the Assessor will make the determination based on the principals of the scheme.</p> <p>As this is a discretionary scheme the Customer does not have another independent review body that they can go to however if there is an allegation of maladministration a complaint may be made to the Local Government Ombudsman or the route of judicial review is available.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc? Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p>

All those who live in the borough and pay rent to a Private or Social Landlord could potentially be affected by this proposal, the only people entitled to a payment under the legislation will be those entitled to Housing Benefit or the housing costs element of Universal Credit, though Housing Benefit and Universal Credit is open to anyone on a low income.

The scheme is a discretionary scheme set up to assist those people who are having difficulty paying their rent but as stated above they must be in receipt of Housing Benefits or the housing element of Universal Credit to be eligible. DHP can give assistance to those suffering financial hardship where additional help over and above their Housing Benefit or Universal Credit is available to assist with their rent costs for a limited period of time – the budget is cash limited.

The funding for the scheme was initially increased three years ago when the Welfare Reform changes were first introduced in order to give people support while they became accustomed to the changes. The amount of grant has gradually reduced year on year as the changes have become embedded.

The DHP grant was previously based on a pot determined by Central Government for 5 years, 2019-20 was the last year of this pot, and the amount of grant for 2020-2021 has been subject to the spending review. At the Spending Round in September 2019, Treasury confirmed an additional £40m in funding for DHPs for 2020-21. The funding was awarded to support the most vulnerable living in the private rented sector. For Slough this has resulted in an award of £848,666 which is £198,162 more than the financial year 2019-20 and the DHP policy has been reviewed and updated to reflect this.

- Age – the policy is generic and will help people of all ages, though certain aspects of the welfare reform legislation (e.g. Spare room Subsidy and benefits cap) does not affect people over the age of 60, so they will not be disadvantaged and therefore will not need to take advantage of this scheme.
- Disability – there are a number of changes under Welfare Reform that affects people with a disability, the DHP policy aims where possible to protect people with a disability and to protect their homes especially if they have been adapted for disabled living. In addition there has been some caselaw recently which means that those who have their homes adapted for a disabled member of the family must have DHP assessed if their Housing Benefit or the housing element of Universal Credit does not cover their full housing costs especially if there is a room used in the home for an overnight carer. SBC has prioritised in the policy support for households where there is a disabled member of the family.
- Pregnancy and maternity - where a household who has an additional bedroom and may be subject to the spare room subsidy but

	<p>is expecting a child and the spare room subsidy will be removed or reduced on the birth of the child the DHP policy aims to protect these households until the birth of the child.</p> <ul style="list-style-type: none"> <li>• There is no specific changes to the following under the Welfare Reform Act, the changes are generic and affect all groups, the policy is therefore generic in the need to able to provide support to all parts of the community affected by Welfare Reform and to assist them into work or to fund cheaper alternative accommodation if appropriate therefore cash limited help will be available to all groups and they will be treated based on their circumstances as defined in the policy</li> <li>• Race</li> <li>• Religion and Belief</li> <li>• Sex</li> <li>• Sexual orientation</li> <li>• Gender Reassignment</li> <li>• Marriage and Civil Partnership</li> <li>• Other</li> </ul> <p>This policy aims to assist some of the most vulnerable people in the community and needs to be simple and easily implemented and understood. This is why each claim is considered individually and customers are given all of the support they need to access the scheme. Officers in Benefits, Revenues, Customers Service, and Housing are fully aware of DHPs and the process of claiming.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>None from the changes to the scheme.</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>None from the changes to the scheme.</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p>

	n/a
7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>n/a</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>n/a</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>The scheme has been developed in conjunction with Strategic Housing in order to ensure that we are treating Customers fairly and providing support to those who need it the most. As the budget is cash limited and the call on the DHPs during 2019-20 was lower than in previous years, this may have been because of the close working and helping customers move away from negative circumstances which reduced their claim, or it may be just that less people applied. Regular liaison has been maintained and agreement with the above parties where we needed to limit payments in order that those most in need received the payments and that customers maintained their home. It is intended that this liaison continues as required during 2020-21.</p> <p>In addition we monitor the Customers that apply for DHP by race and age and have analysed these results taking into account the make up of the borough. We have not analysed the results by gender as one member of the household applies on behalf of the household for Housing benefits, Universal Credit and DHP</p> <p>For 2019-20 so far we have received 459 applications for DHP, and of these the vast majority were working age claimants so it would appear that this group of residents are more likely to be affected by changes to the policy.</p> <p>We note that there may come a time where DHPs have to be reduced or suspended if the grant is spent; we have worked to avoid this in 2019-20 and will continue to do the same in 2020-21 although this is unlikely to happen due to our increased budget.</p>

10. What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.

The DHP spend is currently monitored on a monthly basis to ensure that the spend remains within budget. The details of the customers that receive DHP are available to the Management Team within the Benefits Service including protected characteristics listed above and all payments are regularly monitored. If it appears that the spend is increasing / decreasing as we come to the end of the financial year appropriate action will be taken.

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

### Action Plan and Timetable for Implementation

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

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

**Name:**

**Signed:** .....Lauretta Vitalis .....(Person completing the EIA)

**Name:** .....Neil Wilcox .....

**Signed:** .....( Policy Lead if not same as above)

**Date:** 18 February 2020

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16 March 2020

**CONTACT OFFICER:** Neil Wilcox; Director of Finance

**(For all enquiries)** (01753) 875653

**WARD(S):** All

**PORTFOLIO:** Cllr Mohammed Nazir, Cabinet Member for Corporate Housing & Community Safety

**PART I**  
**KEY DECISION****LOCAL WELFARE PROVISION POLICY****1 Purpose of Report**

To provide a revised Council policy for the financial year 2020-21 in respect of Local Welfare Provision (LWP).

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

The Cabinet is requested to resolve that the policy for Local Welfare Provision 2020-21 as set out in Appendix D be approved.

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

This report supports the 5 Year Plan through support to housing outcome and adult's outcome through the use of the Local Welfare Provision funding stream.

**3a Slough Joint Wellbeing Strategy Priorities**

This report sets out the policies to ensure that residents of Slough can help support themselves when they are in a difficult situation e.g. loss of income, the need to move to more affordable accommodation etc. which will support both vulnerable adults and children as well as those with poor mental health.

**3b Five Year Plan Outcomes**

This report will primarily have implications for Outcomes 1, and 2, as it will assist customers to who are experiencing hardship for a one off payment while they move to cheaper alternative accommodation or claim benefits and while their claim is being assessed. It will also

support people who have a one off loss of income e.g. benefits being stolen etc.

#### 4 **Other Implications**

##### (a) Financial

- 4.1 The Council would like to maintain spend within the respective budget levels so as not to put any additional pressure on the Council's general fund budget.
- 4.2 The Council has agreed a budget of £350k for Local Welfare Provision costs for 2020-21 which includes administration.
- 4.3 The budget for 2019-20 was set at £300k which included the costs of administration as well as the awards. The budget for the awards was £270k and was profiled over the financial year taking into account the peak periods over the summer and at Christmas.
- 4.4 The spend in 2019-20 is currently below the profile, and there is approximately £77k available to be spent by the end of the financial year (a breakdown is supplied of spend to date at Appendix A).
- 4.5 As the impact of Universal Credit has increased the allocation of the budget has continued to change over the financial year.
- 4.5 Where possible vouchers are issued, either Argos orders are made for beds and white goods, Sainsbury's vouchers awarded for food that cannot be obtained via the food bank e.g. baby formula, paypoint vouchers for utility costs, food bank vouchers or where none of the above is possible cash is issued.

##### (a) Risk Management



Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That the policy for Local Welfare Provision 2019-20 as set out in Appendix D be approved	Without this policy in place there are a number of households who would be in a much more vulnerable position	The policy specifies the procedure and hierarchy for payment and this is audited by the Client Team	6  Risk of overall increase in expenditure is low as this is monitored on a monthly basis but information is available on a daily basis should it be needed. The severity should this happen will be marginal as the amount of loss would be only a small payment in relation to the overall budget	The Policy will be reviewed on an annual basis

(c) Human Rights Act and Other Legal Implications

There are no direct legal implications.

(d) Equalities Impact Assessment

A completed EIA is attached at Appendix D.

**5 Supporting Information**

5.1 Local Welfare Provision (LWP) was originally administered by the Department of Work and Pensions as Community Care Grants and Crisis Loans, these grants and loans were transferred with the budget to the Local Authority in April 2013

- 5.2 LWP was funded by the DWP for the first three years and since then has been funded by SBC from the general fund.
- 5.3 It is evident that Local Welfare Provision Schemes across Local Authorities continue to dwindle. Church Action on Poverty questioned 163 councils in 2018, receiving responses from 153. It found more than 20 English councils had closed their funds, including Bexley, Bournemouth, Haringey, Hillingdon, North East Lincolnshire, Stoke-on-Trent, Oxfordshire, Nottinghamshire, North Lincolnshire and Nottingham.
- 5.4 However LWP continues to be needed to support the residents of Slough, when they are experiencing extreme financial difficulties, which would leave them or their families more vulnerable. It is noted that the Local Government Association (LGA) have called upon the government to restore funding to councils for local welfare assistance schemes so they can provide the local safety net to help those struggling to cope with welfare reforms, including the roll out of Universal Credit.
- 5.5 SBC will continue to no doubt remain in the small percentage of authorities that have chosen to maintain investment in their local welfare schemes at, or close to, the same level as their initial DWP allocations.
- 5.6 The number of claims made for LWP to date in 2019-20 is slightly higher than the number made for the same period in 2018-19, please see below:

	April to January 2018-19	April to January 2019-20
No of Applications received	1662	1670
No of applications approved	1232	1211
No of applications declined	385	191
No of applications pending	43	242

- 5.7 There were a total of 104 foodbank vouchers issued during this period, with the number increasing in the second half of the period, see Appendix A.

- 5.8 There are 4 food banks in the borough, Slough, Cippenham, Langley and Wexham. In order to access a food bank the customer needs to obtain a food bank voucher, a foodbank voucher must be obtained from a front line professional such as the Council (MyCouncil, Social Worker, Children's Centre) or other organisation e.g. Shelter.
- 5.9 Food banks provide a minimum of 3 days emergency food and support to people in crisis based on this one voucher. A customer is generally limited to 3 foodbank vouchers per annum.
- 5.10 In providing a foodbank voucher MyCouncil will also provide help and advice on claiming benefits or maximising income to reduce the need to rely on a foodbank.
- 5.11 The Slough foodbanks have made us aware that the MyCouncil provision issues a high number of vouchers compared to other organisations, this is probably because MyCouncil is accessible and customers are aware that the service is available.
- 5.12 However as the food bank is a charity, that does not ask for funding, we have agreed to be mindful of the numbers issued.
- 5.13 In addition LWP also issue Sainsbury's vouchers for food, which includes food such as baby formula which is not available at the food bank. Sainsbury's vouchers are also issued where the customer cannot access the food bank.
- 5.14 Argos vouchers are provided for white goods and furniture, this can be for a number of reasons, for example the need to move to cheaper alternative accommodation in order to minimise the impact of the benefits cap, if previous accommodation was furnished essential furniture and white goods can be provided. White goods are also provided where they are essential e.g. a fridge which has broken down.
- 5.15 The council did use its own recycled service for a period of time to provide white goods, however this was not cost effective as LWP budget still needed to pay for the goods, but found that the quality was compromised which meant additional expenditure. It was established that it was more cost effective to purchase unbranded goods from Argos.
- 5.16 Where they are unable to make a contribution themselves the average payment for essential furniture for a customer moving to unfurnished council or private accommodation is in the region of £1,400.
- 5.17 Cash which includes paypoint is also used to assist people who are struggling with gas and electricity charges. The amount varies depending on time of year and make up of household. An analysis of paypoint spend is at Appendix A
- 5.18 Travel warrants are issued to help customers attend interviews for jobs, for hospital visits if they are unable to afford the fare, to attend Benefits appeals panels (as they are generally not held locally), they have been

issued to help someone attend a funeral of a loved one, to view property outside of the borough if they are have been offered alternative property this in turn will reduce/ remove their DHP claim.

#### Impact of Universal Credit on Local Welfare Provision

- 5.19 Universal Credit live service (for new claims from single people and couples without children) has been available in Slough since September 2015 and full service (for all new claims – excluding those with 3 or more children and other claims as stated) went live on 11 April 2018. Those with three or more children went live in January 2019.
- 5.20 The numbers of people asking for assistance with furniture, white goods etc has remained at a similar number to the same period last year.
- 5.21 However as more people have claimed Universal Credit, LWP has seen an increase in the number of people requesting help with their day to day living costs. In the latter part of the year we have seen more and more households on Universal Credit asked us to assist them, especially in relation to food. In the main the reason for assistance was because of waiting for Universal Credit and the repayment of the advance.
- 5.22 When a customer makes a claim on line for Universal Credit they have to wait to be invited for a verification interview at the Job Centre, this should take a couple of days but can take up to a week, during this period because their claim for Universal Credit is not complete they do not qualify for an advance so approach LWP for assistance. At this stage the assistance provided is generally via a food bank voucher and a contribution, either cash or voucher to shopping / utility bills.
- 5.23 The number of households asking for assistance on Universal Credit.

	Universal Credit	
	No of Applications	Payment
<b>Apr-19</b>	65	£4,000.00
<b>May-19</b>	50	£3,350.00
<b>Jun-19</b>	20	£1,980.00
<b>Jul-19</b>	67	£6,860.00
<b>Aug-19</b>	59	£4,520.00
<b>Sep-19</b>	57	£4,640.00
<b>Oct-19</b>	84	£7,000.00
<b>Nov-19</b>	95	£9,725.00
<b>Dec-19</b>	98	£9,875.00
<b>Jan-20</b>	85	£6,320.00
<b>Total</b>	<b>680</b>	<b>£58,270.00</b>

- 5.24 The customer is then seen by the Job Centre and an advance made quite quickly. As Universal Credit is paid in arrears when the customer receives their first payment, the payment has a recovery amount for the advance and this causes a financial crisis near the end of the period and we have seen a number of repeat customers at this stage who cannot manage until the next Universal Credit date, so food bank, cash and or shopping vouchers are supplied at this stage as well.
- 5.25 It has been established that until Universal Credit is in full payment we may see this household 2 or 3 times to ask for support with food and utility bills.
- 5.26 We would see a representative from the household while the claim is being made, before they are eligible for an advance, we would see them again after they had received their advance and before their first payment when their advance had run out and we would see them again towards the end of the period after their first payment as they would have had a reduced payment to start to pay back the advance and would not have managed for the whole period.
- 5.27 In the majority of instances, their contact then reduces unless there are exceptional circumstances.
- 5.28 Updates to the Policy for 2020-21
- 5.29 In taking into consideration the above and the belief that as more people move to Universal Credit through natural migration, there will be more call to support customers with day to day living expenses such as food and utility bills and with no change to the budget a number of small changes have been made to the policy.

5.30 The policy now has a priority order for providing assistance which is as below

- Food Vouchers
- Food
- Fuel Payments
- Provision of Cooker
- Provision of Fridge
- Removal costs to cheaper alternative accommodation
- Travel for Interviews / hospital appointments/ benefit tribunals
- Provision of beds in exceptional circumstances (if budget allows)
- Provision of bedding in exceptional circumstances e.g. people who have just left prison.

5.31 The following were removed from the policy from 2019-20

- Provision of Washing machines
- Provision of Wardrobes

5.32 The budget will be profiled each month as before with a higher profile around the school holidays and payments in exceptional circumstances will only be available if spend in the month is below the profile.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusion**

That Members are requested to review and approve these policies.

## 8 **Appendices Attached**

- 'A' - LWP Awards 2018-9 to end of January 2019
- "B" - Case Studies 2018-19
- "C" - Local Authorities who no longer provide LWP
- "D" - Local Welfare Provision Policy 2019-20
- "E" - EIA LWP

## 9 **Background Papers**

- “1” - Welfare Reform Act 2012
- “2” - Discretionary Financial Assistance Regulations 2001 (and amendments)
- “3” - Council Tax Benefit abolition (consequential amendments) regulations 2013
- “4” - Universal Credit consequential amendments regulations 2013.
- “5” - Report On Local Welfare Provision from Centre for Responsible Credit

Local Welfare Provision Budget	Foodbank Vouchers	Cash	Sainsburys vouchers	Argos Orders	Total	Budget
						£270,000.00
Apr-19	4	£2,780.00	£13,775.00	£842.00	£17,397.00	£252,603.00
May-19	3	£4,670.00	£1,400.00	£0.00	£6,070.00	£246,533.00
Jun-19	6	£11,237.00	£4,936.00	£2,350.00	£18,523.00	£228,010.00
Jul-19	8	£7,250.00	£5,750.00	£3,205.00	£16,205.00	£211,805.00
Aug-19	9	£7,740.00	£5,890.00	£3,625.00	£17,255.00	£194,550.00
Sep-19	8	£3,150.00	£5,260.00	£9,950.00	£18,360.00	£176,190.00
Oct-19	9	£11,295.00	£8,340.00	£2,550.00	£22,185.00	£154,005.00
Nov-19	13	£14,550.00	£9,560.00	£2,350.00	£26,460.00	£127,545.00
Dec-19	11	£15,820.00	£9,530.00	£2,180.00	£27,530.00	£100,015.00
Jan-20	13	£12,450.00	£7,150.00	£3,650.00	£23,250.00	£76,765.00
<b>Total</b>	<b>84</b>	<b>£90,942.00</b>	<b>£71,591.00</b>	<b>£30,702.00</b>	<b>£193,235.00</b>	<b>-£76,765.00</b>



<b>Paypoint Customers</b>	<b>Cases</b>	<b>Payment</b>
<b>Apr-19</b>	55	£2,510.00
<b>May-19</b>	20	£1,150.00
<b>Jun-19</b>	27	£1,017.00
<b>Jul-19</b>	25	£1,230.00
<b>Aug-19</b>	21	£1,020.00
<b>Sep-19</b>	37	£1,190.00
<b>Oct-19</b>	43	£1,480.00
<b>Nov-19</b>	58	£3,250.00
<b>Dec-19</b>	62	£2,800.00
<b>Jan-20</b>	40	£950.00
<b>Total</b>	<b>388</b>	<b>£16,597.00</b>

## Appendix B

LWP have assisted a large number of households to date this financial year, for a large number of reasons, some of which are outlined below:

- LWP pays where a customer is awaiting Universal Credit or has an advance recovered.
- LWP has paid travel costs where tragedies strike such as deaths or people falling ill and in hospital, we help our residents make arrangements so that they can go and visit their loved ones or attend funerals.
- In situations where tax credits or benefits have stopped or when people are waiting for their DWP awards and they do not have any other monies help is supplied via Sainsbury's or food bank vouchers
- When people move into new accommodation they sometimes need assistance in providing a deposit for utilities or for essential furniture.
- When people move LWP assist with removal costs
- On a day to basis we help about eight to ten families with food and utilities such as gas and electric.
- On a weekly basis we help about six to eight families with furniture and white goods
- In addition domestic violence is a real issue with people having to leave home without funds and in this instance without clothes or money, when the customer is placed in temporary accommodation this is only the beginning and LWP assisted with food clothing and emergency funds.
- As an example in September 2018 the following furniture was provided
  - 7 cookers
  - 5 fridges
  - 6 beds + 4 claims for bedding\*

\*Mainly for prison leavers and bed bug infestation

Local Authorities who have stopped their Local Welfare Provision Scheme as at September 2017

Bournemouth,  
East Devon,  
Exeter,  
Leicestershire,  
London Borough of Barking and Dagenham,  
London Borough of Bexley,  
London Borough of Haringey,  
London Borough of Hillingdon,  
London Borough of Redbridge,  
Lincolnshire,  
Medway,  
North Lincolnshire,  
North East Lincolnshire,  
Northamptonshire,  
North Devon,  
Nottinghamshire,  
Oxfordshire,  
Portsmouth,  
Plymouth,  
Reading,  
South Hams,  
Staffordshire,  
Teignbridge,  
Torridge,  
West Berkshire,  
West Devon

Information from the report from CfRC September 2017

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## Local Welfare Provision 2020-21

### 1. Background

Local Welfare Provision (LWP) was set up in April 2013 after cessation of Crisis Loans and Community Care Grants by the Department of Work and Pensions (DWP)

Local Welfare Provision is fully funded by the Council. The Council's intention for the scheme is to provide one off, locally-administered assistance to vulnerable people.

This is not a replication of the previous benefits administered by the DWP but to provide support to the most vulnerable members of our community who may be experiencing exceptional hardship.

There is no statutory duty requiring Local Authorities to deliver a Local Welfare Provision scheme but Slough Borough Council (the Council) considered that it was in the best interests of the community to run a scheme in order to support those in the borough who are experiencing exceptional levels of difficulty.

The LWP scheme has been in operation for six years and the demand has increased over this period.

The council has funds available to continue the scheme for another year and then wishes to review the scheme, the scheme will be run on the similar principals to the previous years, but in light of the fact that the budget remains at the same level as previous years but the number of applicants has increased year on year and the introduction of Universal Credit full service in Slough from April 2018, the criteria for awards has become tighter in order that the most vulnerable in our community can continue to have assistance provided.

The scheme will be cash-limited, and will provide support to those that are experiencing exceptional difficulties. It will not replace or supplement the support mechanisms and budgets that exist elsewhere in the Council or the wider community.

It must be seen as the point of last resort; customers will be expected to use all other avenues, for example, applying for a Budgeting Loan or Budgeting Advance before applying for LWP. (See Appendix A and B)

Slough Borough Council is committed to working with the local voluntary sector, who are key partners in working with our communities, and landlords who are an important asset in providing homes in Slough.

The purpose of this policy is to detail the Council's high level objectives in respect of Local Welfare Provision and detail how the Council will operate the scheme, including the factors that will be taken into account when considering if an LWP award can be made.

Each case will be treated strictly on its individual merits and all applicants will be treated equally and fairly when the scheme is administered, within the constraints of the current budget.

The Council will in making an award, ensure that the award is used for the purpose applied for and will therefore make the majority of awards in goods or services, awards will rarely be made in cash.

In principle, this scheme will consider two categories of need:

- Where, because of an immediate crisis experienced by the Customer, there is a need for assistance.
- Where, someone who already has links to the community and needs to maintain them and / or establish stronger links. It will only be used for exceptional circumstances where no other budget is available and the need for assistance is immediate.

Further, if an applicant is entitled to Housing Benefit or Universal Credit and is suffering from exceptional hardship as a direct result of housing costs (e.g. contractual rent,) an application should be made first for a Discretionary Housing Payment.

## **2. Statement of Objectives**

The Council will consider making an LWP award to applicants who meet the qualifying criteria, as specified in this policy, providing sufficient funding from the annual budget for this purpose is available at the time of the Council's decision. We will treat all applications on their individual merits; no award will set a precedent for another award.

An LWP award will normally be an urgent, one off provision used as a short term fix to prevent a long term problem, and we will seek to:

- prevent serious risk to the health, well being or safety of the area's most vulnerable and financially excluded residents;
- ease severe financial pressure on families in certain situations;
- help those, without the necessary means, to either establish themselves in the community as a transition from care (must have been in the care of Slough Borough Council) or prison (where they must have been for a minimum of 6 months) or to remain in their community;
- give flexible financial help to those in genuine need.

## **3. Policy**

### **3.1. Main Features of the Scheme**

The main features of the Slough LWP scheme are that:

- it is discretionary;
- an applicant does not have a statutory right to a payment;
- the total expenditure in any one year resulting from awards under this scheme will not exceed the value of the budget allocated.
- the payment may be treated as a loan with repayment required, as determined by the issuing officer.
- the operation of the scheme is for the Council to determine;
- the Council may choose to vary the way in which funds are allocated according to community needs and available funds;

- it is to meet one-off needs and not ongoing expenses,
- applicants who are eligible for a hardship award, short term advance or Budgeting Loan or Advance will not be eligible.
- applicants who are eligible for a Universal Credit Advance Payment MUST apply for the advance in the first instance unless there is mitigation. In most instances they will not be eligible for a financial award but may be given foodbank vouchers.
- applicants who have been sanctioned by the DWP will not be eligible for LWP in order to ensure that we do not minimise or negate the sanction, those in exceptional hardship may be awarded food bank vouchers.
- other than the normal appeal against the application of a discretionary function by Judicial review, there is no right to a statutory appeal of any application decision. In the interests of fairness the Council will operate an internal review procedure for appeals.

### **3.2. LWP award applications**

1. An application for an LWP award must be made in a way that is acceptable to the Council. The application must be made by the person to whom the application relates (the applicant) but the applicant can ask a council officer or another person to complete the application.
2. We may determine such other bodies, as we decide are appropriate, to be authorised to decide applications and they will be granted secure access to the necessary Council systems for this purpose.
3. Applications from people not meeting the minimum eligibility criteria will not be considered.
4. We will request any reasonable evidence in support of an application for an LWP award, e.g. for assistance when money is stolen we will require a crime number, we will require bank statements to show income and expenditure as well as current balance to establish hardship and all other supporting documentation. The applicant will be asked to provide the evidence and it must be provided within one month of the request although this will be extended in appropriate circumstances.
5. We reserve the right to verify any information or evidence that the applicant supplies, in appropriate circumstances, with other council departments, government agencies, banks, building societies and external organisations or individuals as appropriate. We may also use the information for the detection/prevention of fraud.
6. If the applicant is unable to or does not provide the required evidence, in the agreed time, we may treat the application as withdrawn by the applicant and we will not be under an obligation to decide it.
7. We are under no duty to make an LWP award. Where funds are available from another source we will signpost the applicant to those sources rather than make an LWP award.
8. We will aim to decide applications for emergency assistance within 1 working day and all other applications within 10 working days, excluding any days that it takes for an applicant to provide any evidence.
9. Emergency Assistance will be defined only as the need for food and / or food vouchers and payment of utilities e.g. gas and electricity. In all other instances the Council expects the customer to be aware of the circumstances and apply in advance.

### 3.3. Eligibility Criteria

An application will only be considered where the applicant satisfies each of the following criteria and at least criterion A or B. References to Slough mean the area within Slough Borough Council's boundary. The applicant must:

1. be aged 16 or over;
2. be able to demonstrate that they have a settled residence in Slough, or have been placed outside of the borough by the council, in the case of someone leaving prison (must have been in prison for at least 6 months) or care (must have been in the care of Slough Borough Council only), be about to move into Slough; those that have been placed in Slough by another borough must apply to their originating borough
3. not have savings that can be relied upon to meet the need to which they are presenting;
4. have a reduction in income, for example the transition period of earning and claiming welfare benefits.
5. have not received, or be able/eligible to receive help from other public funds for the same category.
6. not be excluded from applying for public funds on the basis of immigration status;
7. not have received an LWP award in the past 12 months, unless they can demonstrate significant exceptional need (this also applies to any member of their household);
8. not have been refused an LWP award for the same need in the past 12 months, unless they can demonstrate exceptional/changed circumstances (this also applies to any member of their household);
9. The above (7&8) does not include an award of food or food vouchers and gas or electricity funds, these can be applied for at any time
10. be without sufficient resources which would in turn cause serious risk to their own, or their family's health or safety or well being;
11. satisfy the criteria where an award would support the council's objectives, e.g. providing travel costs for interviews which supports the Council's objective of assisting people into work

#### **AND**

**A.** must require essential assistance to establish, or to remain, in the community;

or

**B.** must require essential assistance with an emergency (e.g. illness/emergency travel costs).

### 3.4 Awarding an LWP

In deciding whether to make an LWP award we will have regard to the applicant's circumstances including:

- any sources of credit such as cash cards, store cards, credit cards, cheque cards, cheque accounts, overdraft facilities, loan arrangements;
- any help which is likely to be available from other funds, such as Short Term Advances,



Budgeting Loans, Budgeting Advances and Advance Payments issued by the Department for Work and Pensions.

- [This facility is appropriate for applicants that have lost or spent money, or are in need of money while they wait for their first payment.]
- the LWP award is not to replace stolen money, assistance for essentials e.g. food will be given where appropriate via foodbank vouchers. (The Council understands the issues of waiting for the first payment of Universal Credit and will support the customer with food/ food bank vouchers during this period as necessary.)
- the financial circumstances of the applicant, any partner, their dependants and other occupiers of their household;
- the income and expenditure of the applicant, any partner, their dependants and other occupiers of their household;
- the level of indebtedness of the applicant and their family;
- any medical issues, or other exceptional needs, of the applicant, partner or dependants, or other members of their household;
- whether the circumstances of the applicant are such that an LWP award would alleviate the problems of the applicant;
- being mindful of the amount available in the LWP budget;
- the possible impact on the Council of not making such an award.
- any other special circumstance of which we are aware;
- we will decide how much to award based on all of the applicant's circumstances and the LWP funds available and we will be mindful of the likely total calls on the LWP fund.
- the Council may treat the award as a loan rather than a benefit and will then in conjunction with the Customer agree repayment arrangements.
- we will consider the risk and impact on the health and wellbeing of the applicant and any dependants of not meeting your need

The main items that LWP payments will be awarded for in priority order are:

- Food Vouchers
- Food
- Fuel Payments
- Provision of Cooker
- Provision of Fridge
- Removal costs to cheaper alternative accommodation
- Travel to and from interviews to support people into work if this has not been made available via the JCP. Travel expenses for any other reason will only be agreed if it can be demonstrated that there are no other budgets that could assist and that this is an emergency situation.
- Provision of bedding in exceptional circumstances e.g. people who have just left prison.
- Provision of beds in exceptional circumstances and where budget allows.

In exceptional circumstances utility connection charges can be paid but only in relation to moving to cheaper alternative accommodation and if a child under 5 is present in the household.

The council will consider any items or emergency expenses as necessary depending on the customer's circumstances.

### **3.5. Payment of an LWP award**

We will decide the most appropriate method of payment based on the circumstances of each case. The methods may include:

- vouchers;
- provision of goods or services by the Council or third party provider;
- bank account credit to the applicant or some other person as appropriate; in exceptional cases
- cash or similar method of payment NB: in exceptional cases only

### **3.6. Notification**

We will notify the applicant of the outcome of their request on the day the decision is made. This may be by letter, email, SMS (text) or a combination of these methods.

Where the application is successful, we will tell the applicant:

- the amount of the award;
- the purpose for which the award should be used;
- the method of payment and, where applicable, of repayment.

The applicant will then need to decide whether to accept the award.

Where the applicant has not accepted the award within 21 days the award will be withdrawn and there will be no further opportunity given to reapply for an award for the same emergency, a withdrawn award will be treated as having been awarded for the purpose of re-applications.

Where the request for an LWP award is unsuccessful or not met in full we will explain the reasons why the decision was made, and explain the applicant's right of appeal.

We may, with the applicant's permission, also inform a support worker or advice agency of a decision.

### **3.7. The Right to Appeal**

LWP awards are not subject to a statutory appeals process. Appeals will therefore be decided by the Council.

We will operate the following policy for dealing with appeals about either the decision not to make an award or the amount of an award:

- An applicant (or their representative) who wants an explanation of an LWP application decision may request one in writing within one calendar month of notification of the decision.
- An applicant (or their representative) who disagrees with a decision may appeal the decision.
- Any appeal must be made in writing or electronically, but must be made within one calendar month of the LWP decision being notified to the applicant.
- Where possible we will try to resolve the matter by explaining the reasons for the decision to the applicant or their representative either verbally or in writing.

- Where agreement cannot be reached, we will review the decision. The officer reviewing the decision will not have been involved in the making of the original decision. The review will be suspended if more information is needed from the applicant.
- The applicant will have one month to respond to the request for further information, thereafter the review will be undertaken on the information held.
- If we decide that that the original decision should not be revised, we will provide full written reasons to the applicant.

### **3.8. Reapplications for LWP**

LWP is intended to support residents who are either experiencing a crisis or in need of immediate financial help or support, it is considered to be a one off emergency payment except in the instance of food and utilities and therefore the Council does not expect re-applications but is aware that issues outside of the control of the resident do occur and in this instance a re-application will be considered at the discretion of the council.

### **3.9. Overpayments**

If the Council becomes aware that the information contained in an application for an LWP award was incorrect or that relevant information was not declared, either intentionally or otherwise we will seek to recover the value of any LWP award made as a result of that application.

### **3.10. Fraud**

The Council is committed to the fight against fraud in all its forms. Any applicant who tries to fraudulently claim an LWP award might have committed an offence under the Fraud Act 2006.

If we suspect that fraud may have occurred, the matter will be investigated as appropriate and this could lead to criminal proceedings.

### **3.11. Publicity**

We will publicise the scheme by providing information to relevant agencies, stakeholders and other Council services.

## **4. What the scheme does not cover**

The scheme will not cover

- Cash
- Washing Machines
- Furniture such as sofa, wardrobes, carpets etc
- Crockery , cutlery
- Clothing
- Shoes
- Funeral costs

- Maternity costs
- Rent costs – you may be able to get help through the council's bond scheme or discretionary housing payments
- Essential repairs to your home; if you rent your home your landlord is responsible for repairs. If you own your home you may be able to apply for a home repair assistance loan
- Essential furniture if you rent a furnished accommodation; your landlord is responsible for providing this.
- The scheme must not be used as a way to circumvent or speed up budgeting loans or advances.

## **5. Monitoring/ Audit of the Scheme**

To ensure transparency and consistency, there will be regular monitoring of applications made against the scheme. Such monitoring will be undertaken with due regard to the Council's responsibilities under all relevant legislation. The Council is subject to the general equality duty which requires that it has due regard to the need to:

- Remove or minimise disadvantages suffered by persons who have a relevant protected characteristic specified in the Equalities Act and other relevant legislation.
- Take steps to meet the needs of persons who share relevant protected characteristics that are different from the needs of persons who do not share it.
- Foster good relations.

If an applicant wishes to make a complaint about the nature in which their enquiry or application was dealt with, we will adhere to our corporate complaints procedure. Please note, there is a separate review / appeals process for applicants unhappy with their decision (see 3.7 above).

### **Definition of Budgeting Loan**

Budgeting Loans (BLs) are intended to help those in receipt of Income Support (IS), income-based Jobseekers Allowance (JSA(IB)), Pension Credit (PC), income-related Employment and Support Allowance (ESA(IR)) or payment on account of such benefits to spread the cost of intermittent expenses over a longer period. They represent an interest-free credit facility for those in need of financial assistance to cope with such expenses. BL awards are subject to an overall cash-limit.

Decisions on whether to award BLs and, if so, how much to award will be based on relevant facts.

For BLs, the Social Security Contributions and Benefits Act 1992 (as amended by the Social Security Act 1998) provides for the applicant's personal circumstances, as specified in Directions by the Secretary of State, to be taken into account.

Social Fund Budgeting Loans are not available to customers on Universal Credit (UC) who have access to Budgeting Advances through the UC scheme.

The Secretary of State has issued directions which qualify the power to make BLs by reference to:

- the eligibility of the applicant
- whether the item applied for falls within one of the specified categories
- the applicant's personal circumstances
- the basis on which awards are made
- the effect of capital
- the maximum and minimum amount which can be awarded
- the budget allocation

These directions are binding.

BL decisions are based on:

- eligibility criteria:
- whether the applicant meets the qualifying benefit conditions - Direction 8
- qualifying conditions:

Budgeting Loans are available for

- Furniture and household equipment
- Clothing and footwear
- Rent in advance and/or removal expenses to secure fresh accommodation
- Improvement, maintenance and security of the home
- Travelling expenses
- Expenses associated with seeking or re-entering work
- Maternity or Funeral expenses
- HP and other debts (for expenses associated with any of the above)

Please note these are interest free loans

More information on budgeting loans is available on the GOV.uk website

### **Definition of a Budgeting Advance**

Budgeting Advances (BAs) are intended to help those in receipt of Universal Credit (UC) or payment on account of such benefit to spread the cost of intermittent expenses over a longer period. They represent an interest-free credit facility for those in need of financial assistance to cope with such expenses. BA awards are subject to an overall cash-limit.

To get a Budgeting Advance you must:

- have been getting Universal Credit for at least six months – unless you need the money to help you get a job or keep an existing job
- have earned less than £2,600 if you're single (£3,600 if you're in a couple) in the past six months
- not be paying off another Budgeting Advance.

The Budgeting Advance will normally need to be started to pay back out of your next Universal Credit payment and pay it back within 12 months.

Budgeting Advances are available for things like

- a one-off item - e.g. replacing a broken fridge
- unexpected expenses - e.g. an unexpected bill
- work-related expenses - e.g. buying uniform or tools
- repairs to your home
- travel expenses
- maternity expenses
- funeral expenses
- moving costs or rent deposit
- essential items, like clothes

The smallest Budgeting Advance that will be given is £100.00.

The maximum will be:

- £348 if you're single without children
- £464 if you're in a couple without children
- £812 if you have children

Please note these are interest free loans

More information on Budgeting Advances is available on the GOV.uk website

# Equality Impact Assessment

<b>Directorate: Finance and Resources</b>	
<b>Service: Finance</b>	
<b>Name of Officer/s completing assessment: Laretta Vitalis</b>	
<b>Date of Assessment: 20.02.2020</b>	
<b>Name of service/function or policy being assessed: Local Welfare Provision Scheme 2020-21</b>	
1.	<p>What are the aims, objectives, outcomes, purpose of the policy, service change, function that you are assessing?</p> <p>The <u>changes</u> to the Local Welfare Provision Scheme 2020-21.</p>
2.	<p>Who implements or delivers the policy, service or function? State if this is undertaken by more than one team, service, and department including any external partners.</p> <p>The policy is delivered by the Local Welfare Provision Team (Customer Service ), whose role it is to accept all applications, analyse them, request such supporting information as they see fit and assess how much Local Welfare Provision Payment a person will be entitled to within the bounds of the scheme. If the Customer disagrees with the assessment they have the right to ask SBC to review the decision and if the decision stands the Customer has a right to appeal to the ombudsman as the next stage as this is a discretionary scheme and does not have another independent review body.</p>
3.	<p>Who will be affected by this proposal? For example who are the external/internal customers, communities, partners, stakeholders, the workforce etc. Please consider all of the Protected Characteristics listed (more information is available in the background information). Bear in mind that people affected by the proposals may well have more than one protected characteristic.</p> <p>All those who live in the borough and are experiencing hardship can apply for Local Welfare Provision.</p> <p>The scheme is a discretionary scheme set up to assist those people who are facing hardship for any number of reasons including those affected by the Welfare Reform changes, those who would in the past have been given a crisis loan from the DWP those who may have been given a budgeting loan from the DWP also those suffering financial hardship where additional help can be given – the budget is cash limited.</p> <p>The policy is generic to help all groups, to provide support to all parts of the community affected and to assist them when they are</p>

experiencing hardship, though some groups are highlighted in the policy it does not preclude any one group.

o Age – the policy provides assistance to young adults leaving care children aged 16 and 17 and young adults by helping them purchase white goods and furniture to set up a home of their own, it also assists people experiencing domestic violence to set up a new home as well as those leaving prison.

o Disability - Under the previous national scheme disabled people were a significant beneficiary population of social fund provision. They accounted for 32.4% of Community Care Grants expenditure and 18.5% of Crisis Loans in 2012-13. People with disabilities, long term health and mental health conditions remain over-represented amongst local welfare provision applicants.

o Pregnancy and maternity – while the policy is generic priority for assistance will be given to pregnant mothers and those with young children to assist them in keeping their homes warm and to provide food.

o Race - While no data appears to be available on the ethnicity of local welfare provision recipients as a whole it is logical to assume that minority groups are over-represented in the beneficiary profile. Local welfare provision is designed to help those on very low incomes, and black and minority ethnic-headed households are at a higher risk of poverty than non- black and minority ethnic -headed households. The latest data shows, for example that the poverty risk for minority-headed households ranges from 25-44 percent compared to 15 percent for non- black and minority ethnic -headed households.

o Other - Applications from women and especially women fleeing domestic violence is a critical group which allows them to set up a new home.

With regard to the following there is no specific impact though as the policy is open to all

o Religion and Belief

o Sex

o Sexual orientation

o Gender Reassignment

o Marriage and Civil Partnership

This policy aims to assist some of the most vulnerable people in the community and needs to be simple and easily implemented and understood. This is why each claim is considered individually and customers are given all of the support they need to access the scheme. Officers in Benefits, Revenues, Customers Service, and Housing are fully aware of Local Welfare Provision and the process of claiming.



	<p>Whilst the scheme for 2019-20 was changed to incorporate priority applications from those who are in food poverty in the first instance, ongoing requests with regards to food, cookers and fridges have meant that policy for 2020-21 will continue to prioritise these over all other requests.</p>
4.	<p>What are any likely positive impacts for the group/s identified in (3) above? You may wish to refer to the Equalities Duties detailed in the background information.</p> <p>None from the changes to the scheme for 2020-21</p>
5.	<p>What are the likely negative impacts for the group/s identified in (3) above? If so then are any particular groups affected more than others and why?</p> <p>The LWP scheme provides assistance in the main for people who have the need to purchase food, and for essential utilities. In addition the next priority is for fridges and cookers, thereby making the first overall priority of the LWP to ensure that customers have food and can cook and store it.</p> <p>As the spend on food has increased we have prioritised food across all the group/s identified above.</p> <p>In addition where possible, and the budget allows LWP will assist people to move to cheaper alternative accommodation by helping with removal costs as this has a long term aim of assisting with making more disposable income. The next priority identified is Travel to and from interviews to support people into work again this assists in households having more disposable income in the longer term.</p> <p>The final priority is provision of beds and bedding, this will assist people moving from temporary accommodation into more affordable accommodation as some households in temporary accommodation have no goods to help them move to their new accommodation, however as this is lower on the priority list it will depend on the budget available and may preclude people from moving. There are budgeting advances available from the DWP but they are not usually immediate and are only for a limited amount of money.</p>
6.	<p>Have the impacts identified in (4) and (5) above been assessed using up to date and reliable evidence and data? Please state evidence sources and conclusions drawn (e.g. survey results, customer complaints, monitoring data etc).</p> <p>This is based on an evaluation of the payments made over the last four years and the reason for the payments. It has also taken into consideration a survey carried out by the DWP and a further survey by the Centre for Responsible Credit (CfRC) the outcomes of those survey's.</p>

7.	<p>Have you engaged or consulted with any identified groups or individuals if necessary and what were the results, e.g. have the staff forums/unions/ community groups been involved?</p> <p>Housing Department representative</p>
8.	<p>Have you considered the impact the policy might have on local community relations?</p> <p>Yes</p>
9.	<p>What plans do you have in place, or are developing, that will mitigate any likely identified negative impacts? For example what plans, if any, will be put in place to reduce the impact?</p> <p>There are none within our gift that can reduce the impact.</p>
10.	<p>What plans do you have in place to monitor the impact of the proposals once they have been implemented? (The full impact of the decision may only be known after the proposals have been implemented). Please see action plan below.</p> <p>The current spend is monitored on a monthly basis to ensure that the spend remains within budget, the details of the customers that receive LWP are available to the Head of Customer Centric Services who regularly monitors the payments made, and ensures that the payments made are in line with the policy. They also monitor the refusals made.</p>

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

***Action Plan and Timetable for Implementation***

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

<b>Action</b>	<b>Target Groups</b>	<b>Lead Responsibility</b>	<b>Outcomes/Success Criteria</b>	<b>Monitoring &amp; Evaluation</b>	<b>Target Date</b>	<b>Progress to Date</b>

<b>Name:</b> <b>Signed:</b> .....Lauretta Vitalis .....(Person completing the EIA)
<b>Name:</b> .....Neil Wilcox ..... <b>Signed:</b> .....( Policy Lead if not same as above)
<b>Date:</b> 20 February 2020

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16 March 2020

**CONTACT OFFICER:** Neil Wilcox; Director of Finance and Resources  
(For all enquiries) (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Cllr Balvinder S. Bains, Cabinet Member for Inclusive Growth & Skills

**PART I**  
**KEY DECISION****BUSINESS RATES DISCRETIONARY POLICIES****1 Purpose of Report**

To provide updated Council Policies for Business Rates for 2020-21 onwards in respect of

- Retail Discount
- Pub Discount

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

The Cabinet is requested to resolve that the policies for Business Rates for 2020-21 at Appendix A and B be approved.

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

The awarding of relief to businesses in line with government guidance is a key priority of the Council.

This report supports the 5 Year Plan through Outcome 5, Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

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

The awarding of Business Rate relief is in line with government legislation and government guidance and is a key priority of the Council in relation to income collection.

**3b Five Year Plan Outcomes**

This report will primarily have implications for Outcome 5 as it will assist in retaining businesses in the borough as well as attracting businesses to the borough which will provide jobs and opportunities for our residents.

It will also provide overall support to the whole of the 5 year plan as it will help maintain income to the Council.

#### 4 Other Implications

##### (a) Financial

There are a number of different reliefs that can be awarded under the Business Rates and Council Tax discretionary legislation and they attract different levels of financial support from Central government.

In relation to the following relief's Central Government has provided guidance on how the relief should be awarded and will reimburse Local Authorities for the full amount of the spend as long as the scheme is enacted within the guidelines.

- Retail Discount
- Pub Discount

The Council proposes to administer the scheme within the guidelines and therefore maintain spend within the payment methodology proposed by central government so as not to put any additional pressure on the Council's general fund budget.

Retail Discount, the Council will be fully reimbursed for all awards of Retail Discount as long as they are paid within the guidelines outlined by the government, Council's can award Retail Discount over and above the guidance but must fund this themselves.

Pub Discount, the Council will receive up to £1,000 per Pub Discount awarded for 2020-21 as long as the Rateable Value (RV) of the public House is below £100,000.

##### (b) Risk Management

Recommendation from section 2 above	Risks/Threats / Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
To approve the following policies  Pub Discount  Retail Discount	The policies give additional opportunity to businesses to work and remain within the borough by assisting them when there are issues which affect the business, in providing relief it allows the business to remain at the premises,	All policies state the period of relief and all awards are time limited and approved by the S 151 officer  The income and expenditure will be monitored throughout the 2020-21 financial year.	6  (Risk of overall increase in expenditure is low as Central Government has stated LA's should not lose income the severity should this happen will be marginal as the amount of loss in relation to the net collectable debit is low)	Policies will be reviewed annually.

	continue trading in Slough and have the opportunity to increase sales in the future			
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(c) Human Rights Act and Other Legal Implications

There are no direct Human Rights implications as this relates to Businesses.

The Law relating to discretionary relief in relation to payment of non-domestic rates is contained in sections 47 and 48 of the Local Government Finance Act 1988, as amended. These provisions permit a local billing authority to determine that a charge payable in respect of a particular property shall be such as is determined by, or found in accordance with rules determined by, the billing authority and not as may be determined by the general charging provisions in that Act.

When making a determination as set out above, however, a billing authority must have regard to any relevant guidance issued by the Secretary of State.

The Secretary of State issued guidance in November 2018 on a business rates retail discount scheme to be operated through the above provisions for the years 2019-20 and 2020-21, and in January 2020 the Secretary of State issued further guidance retail discount and on a pubs discount for the year 2020-21 to be operated in the same manner.

(d) Equalities Impact Assessment

There is no EIA as these policies refer to businesses in the borough only.

**5 Supporting Information**

- 5.1 The Council has a variety of policies in place in respect of Business Rates, all of which have been kept up to date and are refreshed on a regular basis.
- 5.2 A number of the policies in place are based on government guidance as grants have been awarded to enable the relief to be applied under Section 31 of the Business Rates legislation, but due to time constraints the government has not passed any enabling legislation but stated that the award should be made under the Councils discretionary powers under section 47 of the Local Government Finance Act as amended.
- 5.3 As these are discretionary powers they must be approved by Cabinet or a delegated authority in order for them to be enacted.
- 5.4 The government intended to announce a number of new reliefs for Business Rate payers in the budget which is scheduled for 11 March 2020, and wanted these reliefs on the 2020-21 business rate bills. However it was brought to their attention

that this date would be too late for the bills and a Ministerial announcement was made on 27 January 2020.

- 5.5 The Ministerial announcement stated that the government wished to increase Retail Discount from 33.33% of the Business Rates charged after other reliefs, exemptions and discounts had been applied to 50% of the rates charged after the application of other reliefs, exemptions and discounts.
- 5.6 Slough Borough Council reviewed and agreed a revised Retail Discount Policy in January 2019, this has been updated to reflect the increase of the discount to 50% but the principals of the policy have remained the same, including the same exclusions.
- 5.7 The government guidance has also included live music venues for the first time and Cinema's, which have been added to the policy.
- 5.8 The government guidance states that live music venue's must predominantly play live music and though a number of venues in Slough do play live music none are predominantly live music venue's they are restaurants, pubs etc with live music and to date no venue's have been identified.
- 5.9 In order to ensure that the change can be reflected on the Business Rates bills the Council will update all accounts that are currently in receipt of Retail Discount to 50% discounts and invite charge-payers to inform the Council if they believe they are no longer entitled to the discount.
- 5.10 The Pub Discount policy is based on the guidance from MHCLG and is for one year only. In order that the discount can be reflected on the Business Rates bills immediately, we have identified all those venue's that received Public House Discount in 2018-19 and are still active Pub's as per the rating list and will apply the discounts and invite charge-payers to inform the Council if they believe they are no longer entitled to the discount.
- 5.11 The government grant has been awarded under Section 31 of the Business Rates legislation, and due to time constraints the government has not passed any enabling legislation but stated that the award should be made under the Councils discretionary powers under section 47 of the Local Government Finance Act as amended.
- 5.12 The scheme has been developed in line with the government guidelines to maximise the use of the grant but not to spend more than the allocation.

## 6 **Comments of Other Committees**

This report has not been considered by any other committees.

## 7 **Conclusion**

That Members are requested to review and approve these policies.

## 8 **Appendices Attached**

- 'A' - Retail Discount  
'B' - Pub Discount



9 **Background Papers**

- "1" - Business Rates Information letter (1/2020) from MHCLG
- "2" - Local Government Finance Act 1992 as amended
- "3" - Local Government Finance Act 1988 as amended

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# **Business Rates Policy 2020-21**

The Award of Retail Discount

# 1 Introduction

- 1.1 The government in a Ministerial statement on 27 January 2020 stated that it recognises that changing consumer behaviour presents a significant challenge for retailers in our town centres and is taking action to help the high street evolve.
- 1.2 The Government announced in the Budget on 29 October 2018 that it would provide a Business Rates Retail Discount, to apply in the years 2019/20 and 2020/21. In a Written Ministerial Statement on 27 January 2020 the Government announced that it would extend the value of the Retail Discount from one third of the bill to 50% in 2020/21. This discount will apply to occupied retail properties with a rateable value of less than £51,000 in the year 2020/21. Where an authority applies a locally funded relief under section 47 this is must be applied after the Retail Discount and, where appropriate, the 2020/21 pubs discount.
- 1.3 They have issued guidance on the implementation of the Retail Discount but on the basis that they have issued the changes under Section 47 of the Local Government Finance Act 1988 as amended; the local authority has to define a policy for the administration of the relief.
- 1.4 This policy therefore follows closely the government guidance for Retail Discount, to move away from this could potentially decrease the Section 31 grant paid to the authority.
- 1.5 This policy also takes into consideration the Council's local policies and procedures in relation to healthy eating.

## 2. How the relief will be provided?

- 2.1 As this is a measure for 2020-21 only, the Government is not changing the legislation around the reliefs available to properties. Instead the Government will, in line with the eligibility criteria set out in this guidance, reimburse local authorities that use their discretionary relief powers, introduced by the Localism Act (under section 47 of the Local Government Finance Act 1988, as amended) to grant relief. It will be for individual local billing authorities to adopt a local scheme and determine in each individual case when, having regard to this guidance, to grant relief under section 47. Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). The Government expects local government to apply and grant relief to qualifying ratepayers from the start of the 2020/21 billing cycle.
- 2.2 Central government will reimburse billing authorities and those major precepting authorities for the actual cost to them under the rates retention scheme of the relief that falls within the definitions in this guidance. Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in their National Non-Domestic Rate Return 1 (NNDR1) and a further separate estimate for 2020-21. Central government will provide payments to authorities to cover the local share, as per the usual process.

- 2.3 Local authorities will also be asked to provide outturn data on the actual total cost for providing the relief, as per the usual process via the National Non-Domestic Rate 3 (NNDR3) forms for 2020-21. Any required reconciliations will then be conducted at these points.
- 2.4 It will be for individual local billing authorities to adopt a local scheme and decide in each individual case when to grant relief under section 47.
- 2.5 The Government expects local government to grant relief to qualifying ratepayers.

### **3. Who will be eligible for Relief**

- 3.1 Properties that will benefit from the relief will be occupied hereditaments with a rateable value of less than £51,000, that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments, cinema's and live music venue's.

These include :

- Shops  
(such as: florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, chemists, newsagents, hardware stores, supermarkets, etc)
- Charity shops
- Opticians
- Post offices
- Furnishing shops/ display rooms  
(such as: carpet shops, double glazing, garage doors)
- Car/ caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres
- Art galleries (where art is for sale/hire)
- Hair and beauty services  
(such as: hairdressers, nail bars, beauty salons, tanning shops, etc)
- Shoe repairs/ key cutting
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC/ TV/ domestic appliance repair
- Funeral directors
- Photo processing
- Tool hire
- Car hire
- Restaurants
- Sandwich shops
- Coffee shops
- Pubs
- Bars
- Cinema's
- Live Music Venue's

- 3.2 To qualify for the relief the hereditament should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment cinema or live music venue's . In a similar way to other reliefs (such as charity relief), this is a test on use rather than occupation. Therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.
- 3.3 The list set out above is not intended to be exhaustive as it would be impossible to list the many and varied retail uses that exist. There will also be mixed uses.
- 3.4 As the grant of the relief is discretionary, authorities may choose not to grant the relief if they consider that appropriate, for example where granting the relief would go against the authority's wider objectives for the local area.
- 3.5. The list below sets out the types of uses that government does not consider to be retail use for the purpose of this relief. Again, it is for local authorities to determine for themselves whether particular properties are broadly similar in nature to those below and, if so, to consider them not eligible for the relief under their local scheme.
- Financial services  
(e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
  - Other services  
(e.g. estate agents, letting agents, employment agencies)
  - Medical services  
(e.g. vets, dentists, doctors, osteopaths, chiropractors)
  - Professional services  
(e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
  - Post office sorting office
- 3.6 The government does not consider other assembly or leisure uses beyond those listed at paragraph 3.1 to be retail uses for the purpose of the discount. For example, theatres and museums are outside the scope of the scheme, as are nightclubs which are not similar in nature to the hereditaments described at paragraph 3.1 above. Hereditaments used for sport or physical recreation (e.g. gyms) are also outside the scope of the discount. Where there is doubt, Slough Borough Council will exercise their discretion with reference to the above and knowledge of their local tax base.

#### **4. How much relief will be available?**

- 4.1 The total amount of government-funded relief available for each property for 2020/21 under this scheme is 50% of the bill, after mandatory reliefs and with the exception of the 2020-21 Pub discount , other discretionary reliefs funded by section 31 grants have been applied, excluding those where local authorities have used their discretionary relief powers introduced by the Localism Act which are not funded by section 31 grants\*\*. The 2020-21 pub discount should be applied after the retail discount. There is no relief available under this scheme for properties with a rateable value of £51,000 or more

- 4.2 Councils may use their discretionary powers to offer further discounts outside this scheme. However, where an authority applies a locally funded relief, sometimes referred to as a hardship fund, under section 47 this is must be applied after the Retail Discount. (see Hardship Policy).
- 4.3 The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis. The following formula should be used to determine the amount of relief to be granted for a particular hereditament in the financial year 2020-21

$$\text{Amount of relief to be granted} = \frac{V}{3} \quad \text{where}$$

V is the daily charge for the hereditament for the chargeable day after the application of any mandatory relief and any other discretionary reliefs, excluding those where local authorities have used their discretionary relief powers introduced by the Localism Act which are not funded by section 31 grants\*\*\*.

- 4.4 This should be calculated ignoring any prior year adjustments in liabilities which fall to be liable on the day.
- 4.5 Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid De Minimis limits.
- 4.6 The relief must be applied to the new bills when they are dispatched and amendments made when the information is available to the Business Rates section as necessary.

## 5 State Aid

- 5.1 State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However Retail Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013).
- 5.2 The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years). Slough Borough Council is familiar with the terms of this State Aid exemption, in particular the types of undertaking that are excluded from receiving De Minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)5) and the requirement to convert the aid into Euros. It is advised that businesses who receive a retail discount make themselves aware of the legislation also.

\*\*As required in the NNDR3 guidance notes, the former categories of discretionary relief prior to the localism act (i.e. charitable/CASC/rural etc. top up and not for profit) should be applied first in the sequence of discretionary reliefs and, therefore, before the retail discount.

\*\*\* As required in the NNDR3 guidance notes, the former categories of discretionary relief prior to the localism act (i.e. charitable/CASC/rural etc. top up and not for profit) should be applied first in the sequence of discretionary reliefs and, therefore, before the retail discount

- 5.3 To administer De Minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation).
- 5.4 Whilst the UK is left the EU on 31 January 2020, the Withdrawal Agreement negotiated by the Government and the EU provides that during an implementation period State Aid rules will continue to apply as now and will be subject to control by the EU Commission as at present. Local authorities should therefore continue to apply State aid rules, including De Minimis, to the relief for during the implementation period.
- 5.5 Guidance on State Aid is available via the government web site at <https://www.gov.uk/government/publications/enterprise-zones-state-aid-and-business-rate-discounts>

## **6 Splits, mergers, and changes to existing hereditaments**

- 6.1 The relief should be applied on a day to day basis using the formula set out above. A new hereditament created as a result of a split or merger during the financial year, or where there is a change of use, should be considered afresh for the relief on that day.

## **7 Administration**

- 7.1 Slough Borough Council will administer the scheme under the guidelines set out by the Department for Communities and Local Government dated January 2020.
- 7.2 The Retail Discounts awarded will be administered by the Business Rates team who will provide monthly reports to the Section 151 officer for approval.
- 7.3 Slough Borough Council where possible will include details of the Retail Discount of the relief to be provided to eligible ratepayers for 2020-21 in their bills for the beginning of that year. There will be no need for an application if the above criteria is met.
- 7.4 It will be expected that companies who receive a Retail Discount and are aware that they are in excess of the State Aid Rules will inform the council as soon as possible.
- 7.5 The council will ensure where appropriate State Aid letters are dispatched if the council has the background information available to it.



## Appendix A: Calculation examples for 2020/21

The retail discount (50%) is always calculated after mandatory relief and other discretionary reliefs funded by section 31 grant. The multiplier used here is provisional.

### Example 1: An occupied shop with a rateable value of £40,000

Gross rates (before any reliefs) = £40,000 x 0.499 =	£19,960
Retail discount (50%): =	-£9,980
Rates due (after retail discount): =	£9,980

### Example 2: An occupied charity shop with a rateable value of £40,000

Gross rates (before any reliefs) = £40,000 x 0.512 =	£20,480
Net rates after charity relief: =	£4,096
Retail discount (50%): =	-£2,048
Rates due (after charity relief and retail discount): =	£2,048

### Example 3: An occupied shop with a rateable value of £13,500 eligible for Small Business Rate Relief (SBRR)

Gross rates (before any reliefs) = £13,500 x 0.490 =	£6,737
Net rates after SBRR (50%): =	£3,368
Retail discount (50%): =	-£1,684
Rates due (after SBRR and retail discount): =	£1,684

### Example 4: An occupied shop with a rateable value of £10,000 eligible for Small Business Rate Relief (SBRR)

Gross rates (before any reliefs) = £10,000 x 0.499 =	£4,990
Net rates after SBRR (100%): =	£nil
Rates bill is nil and, therefore, no retail discount applies	

### Example 5: An occupied shop with a rateable value of £40,000 eligible for Transitional Relief (TR) and receiving Revaluation Discretionary Relief

Gross rates (before any reliefs) = £40,000 x 0.499 =	£19,960
Transitional Relief (say): =	-£1,500
Net rates after Transitional Relief: =	£18,460
Net rates after Revaluation Discretionary Relief (say): =	£15,460
Retail discount (50%): =	-£7,730
Rates due (after TR, revaluation relief and retail discount): =	£7,730

**Example 6: An occupied shop with a rateable value of £18,000 previously paying nothing prior to revaluation 2017 and eligible for Supporting Small Businesses Relief (SSB)**

Gross rates (before any reliefs) = £18,000 x 0.499 =	£8,982
Supporting Small Businesses Relief (say): =	-£6,582
Net rates after SSB: =	£2,400
Retail discount (50%): =	-£1200
Rates due (after SSB and retail discount): =	£1200

**Example 7: A shop with a rateable value of £40,000 (example 1) but only occupied until 30 September 2020**

Gross rates (before any reliefs) = £40,000 x 0.499 =	£19,960
Retail discount (50%): =	-£9,980
Rates due p.a. (after retail discount): =	£9,980
Daily charge while occupied (leap year): =	£27.34 per day
Occupied charge 1/4/20 to 30/9/20 (183 days): =	£4,976
Unoccupied property relief (1/10/20 to 1/1/21): =	£nil
Unoccupied property rates (1/1/21 to 31/3/21), £40,000 x 0.512 x 91/365 =	£5,106
Rates due for the year (after retail relief): =	£10,082

**Example 8: A shop with a rateable value of £40,000 (example 1) with a rateable value increase to £60,000 with effect from 1 October 2020**

Gross rates (before any reliefs) = £40,000 x 0.499 =	£19,960
Retail discount (50%): =	-£9,980
Rates due p.a. (after retail discount): =	£9,980
Daily charge while occupied (leap year): =	£27.34 per day
Charge 1/4/20 to 30/9/20 (182 days): =	£4,976
Daily charge on standard multiplier (1/10/20 to 31/3/21): (£60,000 x 0.512)/365 =	£84.16 per day
Charge 1/10/20 to 31/3/21 (183 days): =	£15,402
Rates due for the year (after retail relief): =	£20,378

# **Business Rates Policy 2020-21**

The Award of Pub Discount

## 1 Introduction

- 1.1 The government in a Ministerial statement on 27 January 2020 stated that the Government recognises the important role that pubs play in urban and rural communities across the country. The Financial Secretary to the Treasury announced a £1,000 business rate discount for public houses with a rateable value of less than £100,000 for one year from 1 April 2020.
- 1.2 They have issued guidance on the implementation of the Pub Discount but on the basis that they have issued the changes under Section 47 of the Local Government Finance Act 1988 as amended; the local authority has to define a policy for the administration of the relief.
- 1.3 This policy therefore follows closely the government guidance for Pub Discount, to move away from this could potentially decrease the Section 31 grant paid to the authority.

## 2. How the relief will be provided?

- 2.1 As this is a measure for 2020-21 only, the Government is not changing the legislation around the reliefs available to properties. Instead the Government will, in line with the eligibility criteria set out in this guidance, reimburse local authorities that use their discretionary relief powers under section 47 of the Local Government Finance Act 1988 (as amended) to grant relief. It will be for individual local billing authorities to adopt a local scheme and determine in each individual case when, having regard to this guidance, to grant relief under section 47.
- 2.2 Central government will fully reimburse local authorities for the local share of the discretionary relief (using a grant under section 31 of the Local Government Act 2003). The Government expects local government to apply and grant relief to qualifying ratepayers from the start of the 2020/21 billing cycle.
- 2.3 Local authorities will be asked to provide an estimate of their likely total cost for providing the relief in a supplementary return for 2020/21. Central government will provide payments to authorities to cover the local share, as per the usual process.
- 2.4 Local authorities will also be asked to provide outturn data on the actual total cost for providing the relief, as per the usual process, via the National Non-Domestic Rate 3 (NNDR3) forms for 2020-21. Any required reconciliations will then be conducted at these points.<sup>1</sup>

<sup>1</sup> As required in the NNDR3 guidance notes, the former categories of discretionary relief prior to the Localism Act (i.e. charitable/CASC/rural etc. top up and not for profit) should be applied first in the sequence of discretionary reliefs and before the retail discount. This pubs discount should be applied after all other reliefs, including the retail discount, except for locally funded section 47 reliefs.

### **3. Who will be eligible for Relief**

- 3.1 The scheme will be available to eligible occupied properties with a rateable value of less than £100,000. The majority of pubs are independently owned or managed and will not be part of chains. Where pubs are part of a chain, relief will be available for each eligible property in the chain, subject to meeting State Aid requirements.
- 3.2 There is no definitive description of a traditional pub or public house in law which could be readily used by local authorities to determine eligibility. The objective has been to adopt an approach that makes the design and eligibility of the scheme easy to implement by local authorities in a clear and consistent way, is widely accepted by the industry and which is consistent with the Government's policy intention as set out in this section.
- 3.3 The Government's policy intention is that eligible pubs should:
- be open to the general public
  - allow free entry other than when occasional entertainment is provided
  - allow drinking without requiring food to be consumed
  - permit drinks to be purchased at a bar.
- 3.4 The Government's policy states it should exclude:
- restaurants
  - cafes
  - nightclubs
  - hotels
  - snack bars
  - guesthouses
  - boarding houses
  - sporting venues
  - music venues
  - festival sites
  - theatres
  - museums
  - exhibition halls
  - cinemas
  - concert halls
  - casinos
- 3.5 The proposed exclusions in the list at paragraph 3.4 is not intended to be exhaustive and it will be for the local authority to determine those cases where eligibility is unclear.
- 3.6 Where eligibility is unclear authorities should also consider broader factors in their considerations – i.e., in meeting the stated intent of policy that it demonstrates the characteristics that would lead it to be classified as a pub, for example being owned and operated by a brewery. Additionally, local authorities may also wish to consider other methods of classification, such as the planning system and the use classes order to help them decide whether a property is a

pub or not. However, permission for a particular use class will not necessarily mean that the property meets the definition of a pub.

#### **4. How much relief will be available?**

- 4.1 The total amount of government-funded relief available in the year 2020/21 under this scheme is £1,000 per eligible property. There is no relief available under this scheme for properties with a rateable value of £100,000 or more. Eligibility for the relief and the relief itself will be assessed and calculated on a daily basis.
- 4.2 This relief should be applied to bills after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied, including the retail discount, but excluding those where local authorities have used their discretionary relief powers under section 47 which are not funded by section 31 grants. <sup>2</sup> Of course, councils may use their discretionary powers to offer further discounts outside this scheme. However, where an authority applies a locally funded relief under section 47 this must also be applied after the pubs discount.
- 4.3 Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to State Aid De Minimis limits.

#### **5 State Aid**

- 5.1 State Aid law is the means by which the European Union regulates state funded support to businesses. Providing discretionary relief to ratepayers is likely to amount to State Aid. However Retail Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations (1407/2013).
- 5.2 The De Minimis Regulations allow an undertaking to receive up to €200,000 of De Minimis aid in a three year period (consisting of the current financial year and the two previous financial years). Slough Borough Council is familiar with the terms of this State Aid exemption, in particular the types of undertaking that are excluded from receiving De Minimis aid (Article 1), the relevant definition of undertaking (Article 2(2)5) and the requirement to convert the aid into Euros. It is advised that businesses who receive a retail discount make themselves aware of the legislation also.
- 5.3 To administer De Minimis it is necessary for the local authority to establish that the award of aid will not result in the undertaking having received more than €200,000 of De Minimis aid. Note that the threshold only relates to aid provided under the De Minimis Regulations (aid under other exemptions or outside the scope of State Aid is not relevant to the De Minimis calculation).

<sup>2</sup> As required in the NNDR3 guidance notes, the former categories of discretionary relief prior to the Localism Act (i.e. charitable/CASC/rural etc. top up and not for profit) should be applied first in the sequence of discretionary reliefs and before the retail discount. This pubs discount should be applied after all other reliefs, including the retail discount, except for locally funded section 47 reliefs.

<sup>3</sup> <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2013:352:0001:0008:EN:PDF>

<sup>4</sup> The 'New SME Definition user guide and model declaration' provides further guidance:

[http://ec.europa.eu/enterprise/policies/sme/files/sme\\_definition/sme\\_user\\_guide\\_en.pdf](http://ec.europa.eu/enterprise/policies/sme/files/sme_definition/sme_user_guide_en.pdf)

<sup>5</sup> [http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm)

5.4 Whilst the UK is left the EU on 31 January 2020, the Withdrawal Agreement negotiated by the Government and the EU provides that during an implementation period State Aid rules will continue to apply as now and will be subject to control by the EU Commission as at present. Local authorities should therefore continue to apply State aid rules, including De Minimis, to the relief for during the implementation period.

5.5 Guidance on State Aid is available via the government web site at

<https://www.gov.uk/government/publications/enterprise-zones-state-aid-and-business-rate-discounts>

## **6 Splits, mergers, and changes to existing hereditaments**

6.1 The relief should be applied on a day to day basis using the formula set out above. A new hereditament created as a result of a split or merger during the financial year, or where there is a change of use, should be considered afresh for the relief on that day.

## **7 Administration**

7.1 Slough Borough Council will administer the scheme under the guidelines set out by the Department for Communities and Local Government dated January 2020.

7.2 The Pub Discounts awarded will be administered by the Business Rates team who will provide monthly reports to the Section 151 officer for approval.

7.3 Slough Borough Council where possible will include details of the Pub Discount to be provided to eligible ratepayers for 2020-21 in their bills for the beginning of that year. There will be no need for an application if the above criteria is met.

7.4 It will be expected that companies who receive a Pub Discount and are aware that they are in excess of the State Aid Rules will inform the council as soon as possible.

7.5 The council will ensure where appropriate State Aid letters are dispatched if the council has the background information available to it.

## Appendix 1: Calculation examples for 2020/21

The retail discount (50%) is always calculated after mandatory relief and other discretionary reliefs funded by section 31 grant. The multiplier used here is provisional.

**Example 1: An occupied pub with a rateable value of £40,000**

Gross rates (before any reliefs) = £40,000 x 0.499 =	£19,960
Retail discount (50%):=	-£9,980
Pubs discount (-£1,000):=	-£1,000
Rates due (after retail discount and pub discount): =	£8,980

**Example 2: An occupied pub with a rateable value of £70,000**

Gross rates (before any reliefs) = £70,000 x 0.512=	£35,840
Pub discount (-£1,000):=	-£1,000
Rates due (after pub discount):=	£34,840



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> March 2020

**CONTACT OFFICER:** David Martin, Principal Asset Manager  
**(For all Enquiries)** (01753) 87 5208

**WARD(S):** Chalvey.

**PART I**  
**KEY DECISION****STABMONK PARK MILLENNIUM GREEN TRUST TRANSFER****1. Purpose of Report**

To seek approval to the acceptance of the offer of the transfer of the Stabmonk Park Chalvey Millennium Green ('Stabmonk Park' or 'Millennium Green') by the Chalvey Millennium Green Trust to Slough Borough Council, acting in its capacity as a corporate trustee of charitable land.

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

Cabinet is requested to recommend to Full Council to accept, in principle and subject to completion of due diligence and any requirements of the Charity Commission, the offer of the transfer of the Stabmonk Park Chalvey Millennium Green by the Chalvey Millennium Green Trust to Slough Borough Council, in its capacity as a corporate trustee of charitable land.

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

Improving the quality and accessibility of the green environment will improve the image of the town whilst contributing towards the facilitation of much needed high quality mixed tenure housing on the former Montem Leisure Centre site. As the land would be transferred to the Council in its capacity as a corporate trustee of charitable land, whilst these strategies and plans may be relevant, the Council will need to act in the best interests of the trusts imposed on the land and where these considerations conflict the Council will need to act in the best interests of the trust and not to promote any strategies and plans of the Council.

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

Improving the quality and accessibility of the green environment will contribute towards improving the mental health and wellbeing of local residents. As the land would be transferred to the Council in its capacity as a corporate trustee of charitable land, whilst these considerations may be relevant, the Council will need to act in the best interests of the trusts imposed on the land and where these considerations conflict the Council will need to act in the best interests of the trust and not to promote any strategic priorities of the Council.

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

Improving the quality and accessibility of the green environment will contribute towards:

- Outcome 1 - creating safe, useable and interesting public spaces will contribute towards Slough children growing up to be happy, healthy and successful,
- Outcome 2 - creating safe, useable and interesting public spaces will contribute our residents being healthier,
- Outcome 3 - creating safe, useable and interesting public spaces will contribute towards Slough being an attractive place where people choose to live, work and stay;
- Outcome 4 – opening up Stabmonk Park Chalvey Millennium Green to access from the east will help facilitate the development of much needed good quality mixed tenure housing on the former Montem Leisure Centre site.

As the land would be transferred to the Council in it's capacity as a corporate trustee of charitable land, whilst these considerations may be relevant, the Council will need to act in the best interests of the trusts imposed on the land and where these considerations conflict the Council will need to act in the best interests of the trust and not to promote any plans of the Council.

### 4. **Other Implications**

#### (a) Financial

The cost of improving the paths and furniture within Stabmonk Park and creating access bridges over Chalvey Brook (a tributary of Chalvey Ditch) will be paid for by Slough Urban Renewal (SBC's Local Asset Backed Development Vehicle in partnership with Morgan Sindall Investments Limited) and a commuted sum for the ongoing maintenance will be secured via a s.106 planning obligation agreement linked to the redevelopment of the Montem Leisure Centre site.

The land value paid by SUR for sites optioned to the vehicle (such as the Montem Leisure Centre site) is based it's independently assessed market value (a 'Red Book' valuation). In this situation the market value will be determined by the residential planning consent obtained and the residual value of the site will need to have consideration to the planning obligation (s.106) costs imposed.

On balance the benefit of improving the quality and accessibility to Stabmonk Park from the east and the associated improvement to the liveability of, and the values achieved on, the Montem Leisure Centre redevelopment should outweigh the financial cost of the physical improvements and ongoing maintenance.

Improving Stabmonk Park should improve the lives of local residents whilst improving the viability and deliverability of the scheme increasing the number of affordable homes financially viable on site.

Stabmonk Park will remain with the Council and will be managed by the SBC Trustees Committee using the commuted sum secured via the s.106 agreement.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Recommend to Full Council the transfer of the Stabmonk Park Chalvey Millennium Green from the Chalvey Millennium Green Trust to Slough Borough Council.	That improvements and ongoing maintenance create a financial burden on SBC.	The improvements and a commuted sum for ongoing maintenance will be secure via development receipts associated with the redevelopment of the neighbouring Montem Leisure Centre site.	4	A s.106 agreement will be used to secure the commuted sum and the physical improvements required.

(c) Human Rights Act and Other Legal Implications

The Trustee Committee of the Council discharges the Council's obligations as corporate Trustee of the existing 4 charitable trusts, within the framework of Terms of Reference set by full Council. Any decision to accept Trustee responsibility for another Trust can only be taken by full Council who must extend the Trustee Committee's Terms of Reference to allow for this.

Under the Open Spaces Act 1906 the current Trustees of Stabmonk Park can transfer the trust asset to the Council by way of gift to the Council for use for public recreation and the Council can accept such gift subject to the obligations which bind the current Trustees. The Council is advised to examine the Trust Deed relating to this land to ensure that there is nothing within its terms which might be problematic for the Council.

The Trustees Committee presently administers the Langley War Memorial Field Trust which was similarly transferred to a predecessor authority by private Trustees and to which the Council became a successor authority.

(d) Equalities Impact Assessment

Due to topographical constraints it's not feasible for the additional bridge(s) proposed over the stream to be a wheelchair/ Disability Discrimination Act (DDA) compliant routes. This will disadvantage disabled users but a level DDA compliant access to Stabmonk Park via the existing site access, off Seymour Road, will be sought.

(e) Workforce

On going maintenance of Stabmonk Park will increase the workload of the Parks, Open Space and Grounds teams but given the small size of the open space and

the nature reserve character of the remainder of the site the transfer is unlikely to require and increase in personnel.

(f) Property

Please see Section 5 below.

5. **Supporting Information**

- 5.1 Stabmonk Park Chalvey Millennium Green was established in 1998. The open part of the site is owned freehold by the Chalvey Millennium Green Trust (shown green on Appendix 1) with the remainder leased to the trust under a 1,000 year lease granted in 2001 by Slough Borough Council (shown red on Appendix 1).
- 5.2 The land shown green on Appendix 1 was given to the people of Chalvey, with the thought of making it a community centre, by Sir Squire Sprigg's estate in the early 1950's. Nothing came of the project and the land laid neglected for many years developing naturally into a haven for wildlife.
- 5.3 When applications were made in the early 1990's for housing, residents of Chalvey looked for ways to protect the site from development. The access and central piece of land was landscaped and a circular path and benches were added with the support of the Ground Work Trust, Thames Valley Wildlife Trust and the Berkshire, Buckinghamshire and Oxfordshire Wildlife Trust.
- 5.4 Further support was obtained via the Millennium Green initiative at the end of the nineties and the site became know as Stabmonk Park Chalvey Millennium Green and a large piece of Green Welsh rock was erected as a centre piece for the green.
- 5.2 The trustees of Chalvey Green Millennium Trust have had trouble recruiting younger residents into the trust and the burden of the management and maintenance of the green is starting to become disproportionate to the trusts resources.
- 5.3 Over the course of last year the Council have had discussions with Chalvey Green Millennium Trust around the improvements desired to Stabmonk Park as part of the Montem Leisure Centre redevelopment and the potential for the green to transfer to the local authority.
- 5.4 The transfer process involves:
  - i) the existing trustees applying to Natural England to transfer the green,
  - ii) the trustees confirming that they are in compliance with the existing Millennium Green grant agreement obligations,
  - iii) SBC agreeing that they will enter into a deed of adherence to provide undertakings that it will comply with the original grant agreement obligations and ensure the future of the green,
  - iv) Natural England issuing a letter of consent; and then

- v) The land will need to be transferred to the Council and Natural England's interest registered against the title.

5.5 The existing trustees have applied to Natural England and Communities and Leisure have reviewed the original grant agreement terms and conditions.

5.6 If the Cabinet approves of the proposals they will be taken to Full Council seeking a recommendation for the transfer of the Millennium Green to SBC.

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

The Trustee Committee agreed in January to recommend to Cabinet and Full Council that the Stabmonk Park Chalvey Millennium Green be transferred from the Chalvey Millennium Green Trust to Slough Borough Council.

## 7. **Conclusion**

There is currently an opportunity to improve the quality and accessibility of a small but important green environment, improving the mental health and wellbeing of local residents whilst maximising on Slough's natural capital and contributing towards the facilitation of much needed good quality mixed tenure housing on the former Montem Leisure Centre site. Whilst the interests of the Trust and those of the Council coincide in this respect, it must always be borne in mind that whenever these interests conflict, the Council as corporate trustee will need to act in the interests of the trust.

Having regard to the above Cabinet is asked to recommend to full Council that Stabmonk Park Chalvey Millennium Green be transferred from the Chalvey Millennium Green Trust to Slough Borough Council, in its capacity as a corporate charitable trustee

## 8. **Appendices**

Appendix 1 – SPCMG Site Plan – Red Long Leasehold/ Green Freehold

Appendix 2 – Millennium Green Terms and Conditions

Appendix 3 – Montem Leisure Centre Indicative Masterplan Proposal

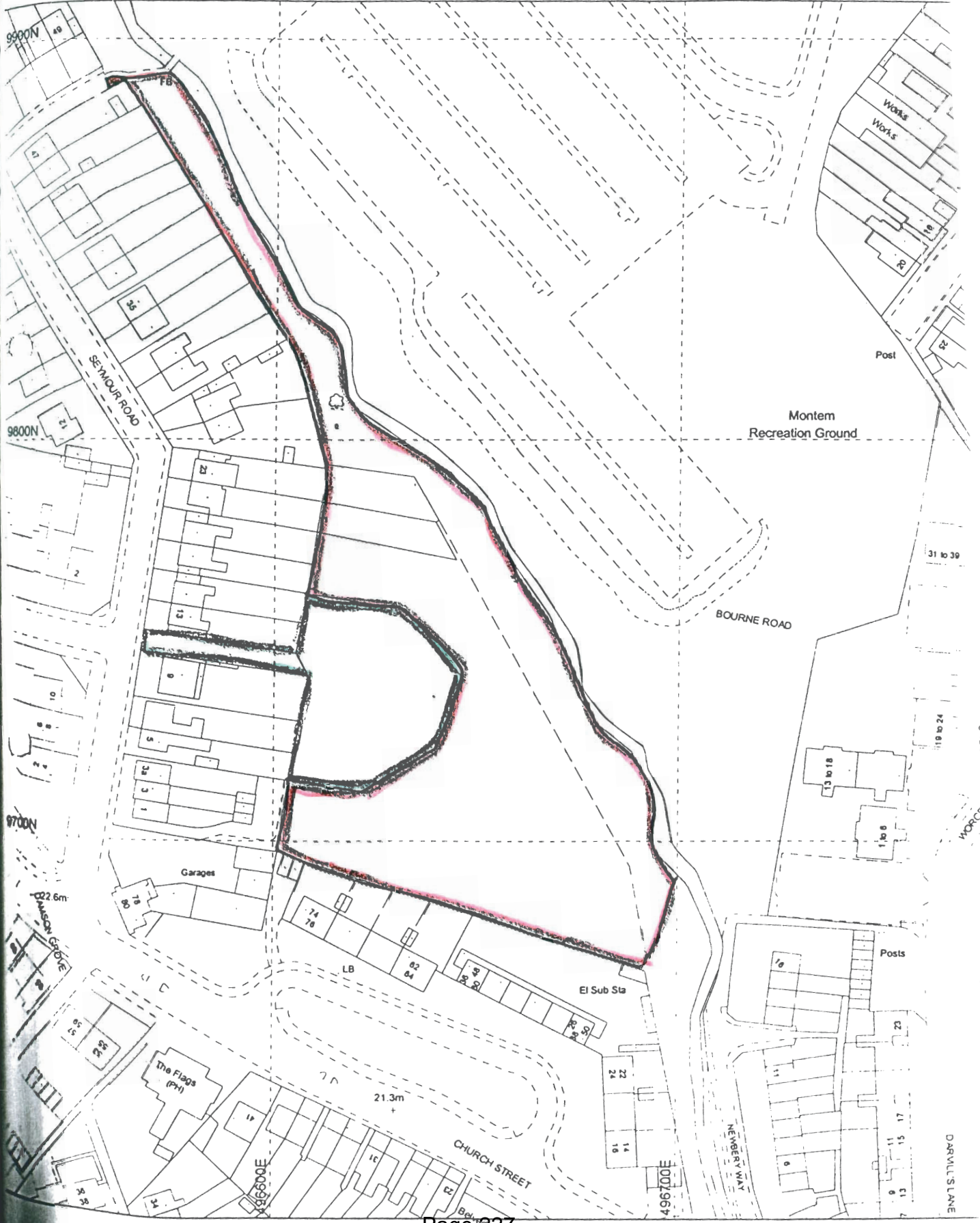
## 9. **Background Papers**

None.

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*Handwritten signatures and notes:*  
+ P. R. S. B.  
+ Sarah Mitchell  
*Handwritten scribbles*  
↑

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Our ref. MG7/112  
Your ref.  
Date 25 August 1998

Chalvey Millennium Green Trust  
c/o 14 Chestnut Avenue  
Langley  
Slough  
SL3 7DE

FAO Margaret Innis

Dear Sirs

**OFFER OF A MILLENNIUM GREEN AGREEMENT GRANT FOR THE  
PROPOSED CHALVEY MILLENNIUM GREEN**

1. The Countryside Commission has considered your Millennium Green Agreement application dated 28th July 1998 and, in exercise of its powers under Section 9 of the Local Government Act 1974 hereby offers a grant of £18,854.12 or 50% of your Approved Project Expenditure of £37,708.25, whichever is the less, towards the cost of the following facilities or services as outlined below. You should contact us if the details of your application change, and in appropriate circumstances a revised offer of grant will be issued.

- |     |                            |   |
|-----|----------------------------|---|
| (a) | <b>Name of site</b>        | Chalvey Millennium Green  |
| (b) | <b>Facility or service</b> | Site acquisition, Creation and establishment of the Millennium Green, including community support and training.   |
| (c) | <b>Purpose</b>             | To enable the Chalvey Millennium Green Trust when formally constituted in accordance with the Countryside Commission's requirements, to create and establish for the benefit of Chalvey a Millennium Green in accordance with the Site Preparation Plan approved by the Countryside Commission. |

2. The offer is made subject to the Countryside Commission's Millennium Green Grant Terms and Conditions dated October 1997 which are attached.

3. You should particularly note clause 3.5 of our Terms and Conditions which must be met before any grant offered can be paid to you. In addition, you should note that monies will only be paid to the properly appointed trustees of the Millennium Green Trust, and any such payment will be made on and subject to those Terms and Conditions which are deemed to be imposed and re-imposed on every such payment.

4. The following is the schedule and breakdown of the Countryside Commission's grant offer.

DESCRIPTION	AMOUNT OF GRANT £	%	INTERIM CLAIM DATES
<i>Year 1</i>			
Legal & planning fees	1,109.37	50	31st December 1998
Creation costs	8,048.75	50	31st October 1999
Community support & training costs	683.50	50	31st October 1999
Establishment costs	1,677.50	50	31st October 1999
Sub total	<u>11,519.12</u>		
<i>Year 2</i>			
Creation costs	3,525.00	50	31st October 2000
Community support & training costs	1,047.50	50	31st October 2000
Establishment costs	857.50	50	31st October 2000
Sub total	<u>5,430.00</u>		
<i>Year 3</i>			
Establishment costs	1,905.00	50	31st October 2001
Sub total	1,905.00		
<b>TOTAL GRANT OFFER</b>	<b><u>18,854.12</u></b>		

5. Claims for payment of grant should be submitted using the Millennium Greens Agreement claim form (MG7) and Millennium Greens Agreement Voluntary Time Contributions claim form (MG8) and accompanied by the necessary receipted invoices. The Countryside Commission will reduce their grant pro rata when the costs are lower than the estimates submitted with the original application. All claims must be submitted in accordance with the dates identified in the above schedule. These dates will not normally be extended.

6. The Projected Completion Date is **30th September 2001** and your final claim for payment of grant should be submitted by **31st October 2001**.

7. If you wish to accept this offer please sign the accompanying copy coloured pink and return it to the address above within twenty one days of the date of this letter.

8. If you have any questions with regard to this grant offer please do not hesitate to discuss them with your local Millennium Greens Adviser.

Yours faithfully

**STELLA BREEZE**  
**Office Manager**

Enc.

MG7. Millennium Greens Agreement Claim Form (to follow)  
MG8. Millennium Greens Agreement Voluntary Time Contributions  
MGA Terms and Conditions  
Deed of Covenant  
Deed of Indemnity

-----  
**MG7/112**

I hereby accept the Countryside Commission's Millennium Greens Agreement Grant offer of **£18,854.12**.

**SIGNED**.....

**PRINT NAME**.....

**DATE**.....

# MILLENNIUM GREEN AGREEMENT GRANT TERMS AND CONDITIONS



## 1 GENERAL

- 1.1 The conditions set out below apply to all offers of Millennium Green Agreement grants and any payment of such grant by the Countryside Commission except where such conditions conflict with the relevant grant offer letter, when the provisions of the Grant offer letter shall prevail
- 1.2 No Grant will be paid for any work carried out or services provided
  - 1.2.1 Prior to the acceptance of the offer in accordance with clause 3 below
  - 1.2.2 Until clause 3.5 below is complied with in full
  - 1.2.3 Until any work or services to which the payment of Grant relates is completed or have been provided to the Countryside Commission's satisfaction
- 1.3 Grant will be paid only to properly appointed trustees of the Applicant who must maintain in their names a bank account with a UK Clearing Bank
- 1.4 The Applicant will at all times use best endeavours to operate the Project in accordance with the purposes set out in the offer letter from the Countryside Commission
- 1.5 In these terms and conditions and in any relevant Grant offer letter
  - 1.5.1 "The Applicant" means the organisation or group to which the Grant is offered and when constituted as a trust pursuant to the requirement below the trustees thereof from time to time

## 2 ACCEPTANCE

- 2.1 The offer of Grant must be accepted by signing and returning the pink copy of the relevant Grant offer letter to the Countryside Commission office shown at the top of the relevant Grant offer letter within 21 days from the date on which it was made. If the acceptance is not received at that office within that time, the offer will lapse

## 3 PAYMENT

- 3.1 Grant will be paid only after the claim for payment is properly submitted and accepted by the Countryside Commission. Grant must be claimed using claim form (MG7) and supported by receipted invoices and/or voluntary time contributions claim form (MG8). Incidental expenditure up to a maximum value of £100 per grant year may be claimed by a project without the need to provide receipted invoices.
- 3.2 Grant will not be paid (notwithstanding that the provisions of clause 1.2 above are met) when;
  - 3.2.1 An Event of Default or Potential Event of Default has occurred or is likely to occur
  - 3.2.2 The Applicant is in breach of the warranties in clause 11 below
  - 3.2.3 On making such payment the total amount of Grant otherwise paid to the Applicant will exceed the maximum amount specified in the relevant Grant offer letter
- 3.3 The Countryside Commission may in its discretion make an advance payment of Grant to the Applicant before clause 3.5 below is complied with in full. In such case pending compliance with clause 3.5 any such payment is repayable on demand by the Countryside Commission
- 3.4 Only where the Countryside Commission is satisfied that the Applicant cannot or could not recover VAT at the time of payment of Grant will Grant be paid in respect of any VAT
- 3.5 Prior to payment of any Grant the Applicant must :
  - 3.5.1 Properly complete and deliver to the Countryside Commission a Deed of Covenant in the form specified by the Countryside Commission
  - 3.5.2 Properly complete and deliver to the Countryside Commission a Deed of Indemnity in the form specified by the Countryside Commission
  - 3.5.3 Have adopted and completed the Trust Deed and be a registered Charity
  - 3.5.4 Where Grant is paid for or in relation to the acquisition of any interest in land procure that a certificate of title acceptable to the Countryside Commission in respect of ownership of that interest is issued to the Countryside Commission by solicitors or (if appropriate) other professional advisers such certificate to include confirmation that the Trust Deed is properly executed and completed the Applicant is a registered Charity and all Requisite Consents are obtained and complied with



**A MILLENNIUM PROJECT**  
SUPPORTED BY FUNDS  
FROM THE NATIONAL LOTTERY

AN INITIATIVE OF THE  
**COUNTRYSIDE  
COMMISSION**

**4 REPAYMENT OF GRANT**

- 4.1 On any Disposal of or of part of a Project Asset the Applicant is to repay to the Countryside Commission the greater of the Actual Grant-funded Percentage of the consideration for such Disposal or the amount of Grant or sums on account of Grant paid
- 4.2 The Applicant must promptly repay to the Countryside Commission any Grant or other monies paid to it as a result of the error of any person
- 4.3 Any sums to be paid by the Applicant to the Countryside Commission unless otherwise stated are payable on demand and if not paid may be set off against any further payments of Grant or other monies which the Countryside Commission is to or may pay to the Applicant
- 4.4 Any sum not paid by the Applicant to the Countryside Commission on its due date will bear interest at a rate of 2% over the base rate from time to time of a clearing Bank nominated by Countryside Commission from its due date until date of actual payment (after as well as before any judgement therefore)

**5 EVENTS AND POTENTIAL EVENTS OF DEFAULT**

- 5.1 The Applicant must promptly notify the Countryside Commission on the happening of an Event of Default as described in clause 5.4 or immediately on there coming to its knowledge the likely happening of a Potential Event of Default (being an event which it is reasonable to believe would give rise to Event of Default and supply in each case all the information relating to such Default as is in or comes into the Applicant's possession
- 5.2 Notwithstanding the foregoing, the Countryside Commission may on the happening of an Event of Default or on notification of or its otherwise becoming aware of a Potential Event of Default
- 5.2.1 Make no further payment of Grant
- 5.2.2 Require immediate repayment of Grant or other monies paid
- 5.3 An Event of Default is:
- 5.3.1 If at any time
- 5.3.1.1 A receiver, trustee or similar officer is appointed in respect of the whole or any part of the undertaking or assets of the Applicant or the Project Assets, or
- 5.3.1.2 Any action is taken for or with a view to the winding up or administration of the Applicant, or
- 5.3.1.3 Any trustee of the Applicant (being an individual) is or has committed any act whereby he may be disqualified from being a trustee, or
- 5.3.1.4 The Applicant becomes or is deemed to be insolvent, or
- 5.3.1.5 The Applicant ceases to operate
- 5.3.2 Successful Completion has not occurred by the Projected Completion Date
- 5.3.3 At any time before Successful Completion, the Countryside Commission determines (in its discretion) or is advised that Successful Completion is unlikely to occur
- 5.3.4 At any time, the Applicant fails to perform and observe any obligation owed to the Countryside Commission or is otherwise in breach of the Grant offer letter or these conditions
- 5.3.5 At any time the proposed or actual use or operation of the Project ceases to comply with the Project Purpose
- 5.3.6 At any time the Applicant or any trustee officer or employee of the Applicant acts fraudulently negligently or recklessly in relation to the Project or any arrangement relating to it
- 5.3.7 The Applicant is in breach of warranty
- 5.3.8 The Applicant ceases to be a registered Charity

**6 SUPPLY OF INFORMATION/ACCESS**

- The Applicant must give to the Countryside Commission
- 6.1 Any information relating to the Applicant, the Project and the financial position and transactions of the Applicant and the Project
- 6.2 Access to any Project Asset or any other premises of the Applicant or of its advisers to inspect any books records documents and other items or matters

**7 OBLIGATIONS**

- 7.1 The Applicant must:
- 7.1.1 Begin the Project as soon as reasonably practicable and thereafter expeditiously and diligently carry out and complete the Project in a good and workmanlike manner in accordance with the Project Details and with all Requisite Consents
- 7.1.2 Apply Grant only to the Project
- 7.1.3 Not borrow any money or (without prejudice to the generality of this provision) consent to incur or permit to remain outstanding any borrowing in connection with the Project or the Project Assets
- 7.1.4 Not create or allow to subsist any Encumbrance over any Project Asset



- 7.1.5 Not make or effect any Disposal of any Project Asset without the Countryside Commission's consent and where such consent is forthcoming to effect such Disposal at full market value
- 7.1.6 At all times maintain or procure the maintenance of insurance for each of the Project Assets against all usual risks and losses for their full market value, with reputable insurers and procure the endorsement of the Countryside Commission's interest on every such policy
- 7.1.7 Promptly apply the proceeds of any insurance claim either in reinstatement or replacement of any relevant Project Asset discharge of any third party liability or towards repayment of Grant (as the Countryside Commission directs)
- 7.1.8 Ensure that the Project is operated in accordance with the Project Details and for the Project Purpose in accordance with all Requisite Consents and applicable law
- 7.1.9 Ensure that Maintenance Arrangements continue in force and are enforced in accordance with their terms
- 7.1.10 Not make or effect any change variation or amendment in or to the Trust Deed without the consent of the Countryside Commission

## **8 DURATION**

- 8.1 These Terms and Conditions shall have effect from the date of the first Millennium Green Agreement Grant offer letter relating to the Project until:
  - 8.1.1 1 April 2004 where Project Expenditure does not exceed in aggregate £5000
  - 8.1.2 25 years from the date of Completion where Project Expenditure exceeds £5000 but is less than £25000
  - 8.1.3 40 years from the date of Completion where Project Expenditure is equal to or exceeds £25000 in each case exclusive of VAT

## **9 PUBLICITY**

- 9.1 The Applicant is to display and maintain at the Project property such plaques, signs, commemorative and promotional material as the Countryside Commission may require
- 9.2 The Countryside Commission and the Millennium Commission may promote their respective involvements with the Project as they may respectively think fit
- 9.3 The Applicant must not make any announcement or engage in any promotional activity relating to the Project without Countryside Commission's prior consent, which will not be unreasonably withheld

## **10 INDEMNITIES**

- 10.1 The Applicant is to indemnify and keep indemnified the Countryside Commission from and against all and any loss, costs, actions, claims, expenses, damages and demands and all other liabilities sustained or incurred as a result of any Event of Default any Potential Event of Default or any other breach of these Terms and Conditions or of any stipulation in an offer of Grant

## **11 WARRANTIES**

- 11.1 The Applicant warrants and represents to the Countryside Commission that the statements and representations set out in clause 11.2 below are true and accurate in all material respects and are not misleading and is deemed to repeat this warranty and representation whenever and immediately before Grant is requested or paid
- 11.2 The warranted statements and representations are :
  - 11.2.1 All information provided by or on behalf of the Applicant to or for the Countryside Commission or for the Millennium Commission in connection with the Project was true and accurate and not misleading when it was provided and nothing has occurred since that time to make it untrue, inaccurate or misleading in any material respect
  - 11.2.2 The Applicant has disclosed to the Countryside Commission all information which would or might reasonably be thought to influence the Countryside Commission in the awarding or payment of Grant to the Applicant or the amount thereof including (without prejudice to the generality of the foregoing)
    - 11.2.2.1 Any Benefit
    - 11.2.2.2 Material information as to the character and identity of itself its trustees proposed trustees officers and employees
  - 11.2.3 The Applicant is not and will not be or become in breach of any law or enactment or any deed, agreement or other instrument, obligation or duty binding on it or any of its assets, or cause any limitation on any of its powers, or on the right or ability of its trustees or other duly appointed representatives to exercise such powers, to be exceeded
- 11.3 The Applicant must inform the Countryside Commission promptly on any change (material or otherwise) in the circumstances so warranted or represented
- 11.4 The rights and remedies of the Countryside Commission in respect of any breach of such warranty and representation shall not be affected by any act or omission of the Countryside Commission or any other event or matter whatsoever except a specific written waiver or release, and no single or partial exercise of any right or remedy shall preclude any further or other exercise

## **12 ASSIGNMENT**

- 12.1 The Applicant must not assign the benefit of Grant or of any relevant offer of Grant other than (so far as the same does not occur by operation of law) to new or replacement trustees of the Applicant

12.2 The Countryside Commission may assign any of its obligations and benefit arising under or pursuant to any relevant offer of Grant in whole or in part as it sees fit

13 **INVALIDITY**

If any of these Terms and Conditions or any term of or any provision in any relevant offer of Grant is held to be illegal or unenforceable, in whole or in part, under any enactment or rule of law, such term or provision or part shall to that extent be deemed not to form part thereof but the enforceability of the remainder shall not be affected

14 **DEFINITIONS AND INTERPRETATION**

14.1 In these Terms and Conditions and any relevant Grant offer letter thereto the following words and expressions shall (unless the context otherwise admits) have the meanings given to them below:

**"Actual Grant-Funded Percentage"** at any time the percentage produced by dividing the total amount of Grant paid by the Countryside Commission to the Applicant by the total amount of Approved Project Expenditure incurred by the Applicant

**"Approved Project Expenditure"** expenditure by the Applicant which the Countryside Commission is satisfied properly constitutes Project Expenditure

**"Benefit"** any material actual contingent or potential commercial or financial benefit which may be enjoyed by any trustee officer member or employee (and any persons connected with any of the same) of the Applicant within the meaning of section 839 of the Income and Corporation Taxes Act 1988 as a consequence of connected with or arising out of the Project

**"Completion"** the vesting in trustees on the basis of the Trust Deed of the Property comprised in the Project its creation (being the planting (if applicable) and laying out of the Property) as a Millennium Green in accordance with the Project and the establishment of Maintenance Arrangements all to the satisfaction of the Countryside Commission

**"Disposal"** any disposal or parting with possession of any Project Asset including (where appropriate) a lease mortgage or hypothecation

**"Encumbrance"** any mortgage, charge, pledge, lien or other encumbrance

**"Project Assets"** the land property and other assets to be utilised or incorporated in, or acquired, created or improved by, the Project

**"Project Details"** the plans, drawings, specifications, calculations and other data relating to the Project approved by the Countryside Commission

**"Project Documents"** each of the documents, including each document referred to in these Terms and Conditions all and any application or submission for Grant which the Applicant enters into, proffers or produces in connection with the Project

**"Project Expenditure"** costs incurred and paid by the Applicant in connection with the Project for the Project Purpose

**"Requisite Consents"** all planning consents building regulation approvals and other necessary approvals and consents (under statute any lease or contract or otherwise) and all other relevant statutory or regulatory requirements

**"Successful Completion"** means Completion of the Project

(i) by the Projected Completion Date

(ii) within the budget approved by the Countryside Commission

(iii) in conformity, in all material respects, with the Project Details

(iv) in a way which achieves the Project Purpose

**"Trust Deed"** a deed or declaration of trust in the form of the model issued by or otherwise in a form approved by the Countryside Commission

14.2 **Interpretation**

14.2.1 In these Terms and Conditions references to

14.2.1.1 Parties and other persons include their successors and permitted assigns, except where the context requires otherwise

14.2.1.2 A person or body being "insolvent" mean it is unable to pay debts as they fall due, or is deemed under any applicable law to be so, or that it has an excess of liabilities including for these purposes contingent and prospective liabilities in full without discount) over assets and

14.2.1.3 The "winding up" of a person includes where such person is or comprises a person other than a company (as defined in the Companies Act 1985) bankruptcy or any corresponding process applicable to that person

14.2.2 Where two or more persons comprise the Applicant:

14.2.2.1 Each of those persons is jointly and severally responsible and liable for all the obligations of the Applicant

14.2.2.2 References to the Applicant are references to each such person individually and collectively

15 **GOVERNING LAW**

This grant shall be governed by the laws of England and Wales

October 1997

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 16<sup>th</sup> March 2020

**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> February 2020

## **7. Background Papers**

None.

# **NOTIFICATION OF DECISIONS**

## **1 MARCH 2020 TO 31 MAY 2020**

Date of Publication: 14<sup>th</sup> February 2020

## **SLOUGH BOROUGH COUNCIL**

### **NOTIFICATION OF DECISIONS**

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

As part of the process, the Council will publish a Notification of Decisions which sets out the decisions which the Cabinet intends to take over the following 3 months. The Notice includes both Key and non Key decisions. Key decisions are those which are financially significant or have a significant impact on 2 or more Wards in the Town. This Notice supersedes all previous editions.

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 242  
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 Akram        |
| • Sustainable Transport & Environmental Services  | Councillor Anderson     |
| • Inclusive Growth & Skills                       | Councillor Bains        |
| • Planning & Regulation                           | Councillor Mann         |
| • Housing & Community Safety                      | Councillor Nazir        |
| • Health & Wellbeing                              | Councillor Pantelic     |
| • Children & Schools                              | Councillor Carter       |

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

The Plan will be updated and republished monthly. A copy can be obtained from Democratic Services at Observatory House, 25 Windsor Road on weekdays between 9.00 a.m. and 4.45 p.m., from MyCouncil, Landmark Place, High Street, or Tel: (01753) 875120, email: [catherine.meek@slough.gov.uk](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.

### **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 - 16th March 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><b><u>Performance &amp; Projects Report, Quarter 3 2019/20</u></b></p> <p>To receive a report on the progress against the Council's performance indicators, priorities and key projects for the period between October to December 2019.</p>	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	O&S, 16/4/20	None		
<p><b><u>Cultural Strategy</u></b></p> <p>To approve Slough Borough Council's Cultural Strategy.</p>	I&S	All	All	Ketan Gandhi, Service Lead Communities & Leisure Tel: (01753) 69099	-	None	√	
<p><b><u>Our Futures Update</u></b></p> <p>To receive an update and take any necessary decisions on the Council's transformation programme, Our Futures, which was agreed by Cabinet in April 2019.</p>	R&S	All	All	Joe Carter, Director of Transformation Tel: (01753) 875653	-	None	√	Yes, p3 LGA
<p><b><u>Accommodation Update</u></b></p> <p>To consider a report updating Lead Members on the Council's accommodation plans and corporate buildings.</p>	R&S	All	All	Stephen Gibson, Interim Director of Regeneration Tel: 01753 875852	-	None	√	Yes, p3 LGA

**Portfolio Key** – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable 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>Equalities Update including Gender Pay Gap Report</u>  To receive the statutory equalities report for the Council and the annual report on the authority's Gender Pay Gap for 2019/20.	Bain s	All	All	Christine Ford, Equality and Diversity Manager Tel: 01753 875069	-	None		
<b><u>Discretionary Housing Payments Policy</u></b>  To consider the Council's Discretionary Housing Payment Policy for the forthcoming year.	H&C	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<b><u>Local Welfare Provision Policy</u></b>  To approve the Local Welfare Provision scheme for 2020/21.	G&C	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<b><u>Business Rates Policies</u></b>  To consider a report seeking approval for the policies for Business Rates Discretionary Reliefs.	G&C	All	All	Neil Wilcox, Director of Finance and Resources (Section 151 Officer) Tel: 01753 875358	-	None	√	
<b><u>Reference from the Trustee Committee - Stabmonk Park Millennium Green Trust Transfer</u></b>  To seek approval of the transfer of the Stabmonk Park Chalvey Millennium Green from the Chalvey Millennium Green Trust to Slough Borough Council.	R&S	Chalvey	Housing, Improving mental health & wellbeing	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	Trustee Committee	None	√	

<u>References from Overview &amp; Scrutiny</u> <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and the Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	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 - 20th April 2020

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

**Portfolio Key** – R&S = Regeneration and Strategy, G&C = Governance & Customer Services, T&E = Sustainable 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>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		
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