

Date of issue: Friday, 5 June 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, 15TH JUNE, 2020 AT 6.30 PM</b>	
<b>VENUE:</b>	<b>VIRTUAL MEETING</b>	
<b>DEMOCRATIC SERVICES OFFICER:</b> <b>(for all enquiries)</b>	<b>NICHOLAS PONTONE</b>	<b>07514 939 642</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 18th May 2020	1 - 8	-
3.	Cabinet portfolios and Lead Member responsibilities 2020/21	9 - 14	All
4.	Six Months Rule under Section 85 of the Local Government Act 1972	15 - 18	All
5.	COVID-19 Decisions Update	19 - 28	All
6.	Revenue Budget Monitoring Report: 2019-20 Provisional (Year End) Position	29 - 62	All
7.	<b>Capital Monitoring Report as at 30th March 2020</b>	63 - 98	All
8.	<b>Community Investment Fund Update 2019/20 and 2020/21 Allocations</b>	99 - 110	All
9.	Q4 Performance & Projects Report	111 - 146	All
10.	Slough Children's Services Trust Annual Report	147 - 166	All
11.	<b>Shaping Slough Town Centre: Regeneration Update</b>	167 - 178	Central
12.	<b>Heart of Slough NWQ Masterplan</b>	179 - 188	Central
13.	<b>Adoption of Slough Inclusive Growth Strategy 2020-2025</b>	189 - 196	All
14.	<b>Slough Innovation Space - ERDF Funding Application</b>	197 - 218	All
15.	References from Overview & Scrutiny Committee	-	All
16.	Notification of Key Decisions	219 - 230	All

- |     |                               |   |   |
|-----|-------------------------------|---|---|
| 17. | 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).

**PART II**

- |     |   |                   |         |
|-----|---|-------------------|---------|
| 18. | Part II Minutes - 18th May 2020                                     | 231 - 234         | -       |
| 19. | <b>Shaping Slough Town Centre: Regeneration Update - Appendices</b> | 235 - 246         | Central |
| 20. | <b>Heart of Slough NWQ Masterplan - Appendices</b>                  | See Appendix Pack | Central |

Press and Public

This meeting will be held remotely in accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. Part I of this meeting will be live streamed as required by the regulations. The press and public can access the meeting from the following link (by selecting the meeting you wish to view):

**<http://www.slough.gov.uk/moderngov/mgCalendarMonthView.aspx?GL=1&bcr=1>**

Please note that the meeting may be recorded. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain.

The press and public will not be able to view any matters considered during Part II of the agenda.

Note:-

**Bold = Key decision**

Non-Bold = Non-key decision

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**Cabinet – Meeting held on Monday, 18th May, 2020.**

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

**Also present under Rule 30:-** Councillors Hulme, Smith and Strutton

**Apologies for Absence:-** None.

**PART 1**

**125. Declarations of Interest**

No declarations were made.

**126. Minutes of the Meeting held on 16th March 2020**

**Resolved –** That the minutes of the meeting of the Cabinet held on 16<sup>th</sup> March 2020 be approved as a correct record.

**127. SBC Response to COVID-19**

The Director of Transformation introduced a report that detailed the Council's response to the coronavirus pandemic. The strategy and risk register were appended to the report and were reviewed by Cabinet. It was noted that the Council's focus had been to ensure the needs of the community were met and that the most vulnerable people had been supported.

The Council had moved swiftly to manage the crisis and implement business continuity arrangements to maintain critical services. Key universal services such as weekly waste collection and grounds maintenance had continued uninterrupted and other staff had been enabled to work from home wherever possible, in line with government guidance. A Gold and Silver command structure, supported by a range of task groups, had been established and a report summarising the decisions taken was detailed in a separate report.

The Cabinet acknowledged the significant amount of work that had gone in to the initial response to an unprecedented and rapidly evolving situation. It was recognised that the Council was still in the early stages of its response and a separate report set out the approach to recovery and renewal, and the financial implications. Lead Members discussed some of the key issues in the next phase of the response, including the role of local authorities in the 'track and trace' system. Members emphasised the importance of strong partnership working with NHS including the timely sharing of data and information to inform decision making.

The impacts on Council staff were raised and it was noted that front line staff had been praised for their response. 85% had been able to work from home and plans were being made for a phased re-entry back into the workplace in

line with social distancing guidelines. Staff absence and wellbeing was being managed.

Speaking under Rule 30, Councillor Strutton raised a number of points including adherence to social distancing guidelines for Council staff at Landmark Place and whether the Council's Brexit planning had helped it prepare, for example in readiness to redeploy staff. It was noted that Councillor Strutton had submitted a request for further information on the Council's early response as the coronavirus threat escalated in January and February.

At the conclusion of the discussion, the Cabinet noted the Council's coronavirus response to date and the risk register. The next steps would be agreed in a separate report on recovery and renewal.

**Resolved –**

- (a) That the Council's response to Coronavirus to minimise the impact on our communities be noted;
- (b) That the risk register be noted; and
- (c) That the next steps be agreed as set out in the report and noting the separate report on recovery and renewal.

**128. SBC COVID-19 Recovery & Renewal Planning**

The Cabinet received a presentation on the plans for recovery and renewal following the response to the coronavirus pandemic.

The report recommended a recovery strategy based on the delivery of key outputs, outcomes and milestones in three inter-related stages:

- Stage One – Response over 1-5 months focusing on short term impacts on key services and business continuity.
- Stage Two – Recovery over 6-24 months would promote a whole-organisation approach to improve health and wellbeing, economic growth and cohesion.
- Stage Three – Renewal over 25-60 months to make SBC a more resilient, people centred organisation and completing significant regeneration programmes.

The approach would be founded on strong partnership working and community engagement to carry forward the momentum from the One Slough community response. Members supported the commitment to work closely with the voluntary and community sector and discussed a range of issues such as the impact on regeneration schemes. Assurance was provided that work had continued on the planning and delivery of a range of both Council and privately led schemes such as the Horlicks redevelopment, Heart of Slough North West Quadrant site and town centre regeneration. The support

for rough sleepers had been welcomed and options were being prepared to use the opportunity to support people beyond the immediate crisis.

Speaking under Rule 30, Councillor Strutton welcomed many aspects of the recovery and renewal plans and emphasised the importance of providing ongoing support for carers and to review planning policies relating to the mix and density of housing to provide healthy environments and spaces for residents.

At the conclusion of the discussion, the recommendations were agreed.

**Resolved –**

That the Council's plans for medium term recovery and long term renewal as an organisation, for Slough the place and our communities be agreed. Specifically to:

- (a) Develop two separate but related plans:
  - 1. The 2 year recovery plan (Joe Carter)
  - 2. The 5 year renewal plan (Stephen Gibson)
- (b) Establish a sub-group to work on planning reporting to the Recovery and Renewal Group
- (c) Establish a joint Working Group of Cabinet and Scrutiny to work together to contribute to the work.

**129. COVID-19 Decisions**

The Service Lead Governance introduced a report that summarised the significant decisions taken by Officers in response to the coronavirus emergency and sought Cabinet approval to ratify these decisions insofar as they related to executive matters. The timeline of the 'lockdown' and Constitutional provisions for delegated decision making in emergency situations was noted.

The Gold and Silver command structure, supported by a number of task groups, had been established to enable the Council to respond quickly to the rapidly evolving emergency situation. Decisions taken included setting up a hub to distribute food to vulnerable people, housing rough sleepers, reviewing critical SBC services, allocating the additional funding from central government, access to Council buildings, parks and allotments and wide range of other matters. The relevant Lead Members had been briefed and consulted where possible and appropriate in taking these decisions.

The report would also be presented to the Annual Meeting of Council to be held on 21<sup>st</sup> May 2020 for ratification of decisions relating to Council side functions.

After due consideration, the significant decisions were ratified.

**Resolved –** That the report be noted and to ratify the significant decisions taken by officers since the “lockdown” came into force, set out in the Schedule to the report.

**130. Impact of COVID-19 on the 2020/21 Revenue Budget**

The Service Lead Finance introduced a report that detailed the financial implications of Covid-19.

It was estimated that the gross cost to the Council may reach £15.3m and the Government grant of £7.6m so far was therefore insufficient to cover the increased expenditure. The gap of £7.7m was offset by spending reductions of £4.8m which meant an possible £2.9m adverse impact. The figures presented were provisional and there was considerable uncertainty as the situation was changing on a daily basis. The Cabinet was assured that the forecast shortfall could be contained with forecast general reserves for 2020/21, however any further pressures, including the Slough Children’s Services Trust debt position, could result in general reserves dipping below the minimum level. The financial position was been closely monitored to understand the full impacts over time, particularly as the length of ‘lockdown’ was uncertain.

The Cabinet discussed the main financial pressures which included adult social care workforce and PPE costs, homelessness and reduced leisure, parking and commercial income. Lead Members commented that as a result of a track record of strong financial management SBC was in a relatively good position compared to other authorities. However, the pressures and risks were substantial both in the short and medium term given the possibility of further waves of infections and increased costs and demand on Council services.

Speaking under Rule 30, Councillor Strutton asked questions about care costs and the risk to commercial income from assets in the strategic acquisitions programme. These points were answered and any individual cases could be picked up outside of the meeting through appropriate channels.

At the conclusion of the discussion the report was noted.

**Resolved –** That it be noted that:

- (a) An initial financial assessment indicates that the gross costs of Covid-19 to the Council may reach £15.3 million.
- (b) Currently, the Government grant to cover Covid-19 costs is insufficient, covering less than half the estimated costs. It amounts to just £7.6 million. This leaves an initial funding gap of £7.7 million.



- (c) Expenditure reductions of £4.8 million have been identified to partly offset this, leaving a possible £2.9 million adverse impact on general reserves.
- (d) The forecast shortfall in funding can be contained within forecast general reserves for 2020/21 although any further pressures, if realised, could lead to general reserves dipping below the recommended minimum, which could lead to the need for a freeze on all non-statutory spending.
- (e) The financial situation needs to be monitored very closely, acknowledging that current estimates remain provisional because the full impacts of the virus are still emerging.

### **131. SUR Partnership Business Plan 2020/21**

The Interim Director of Regeneration introduced a report that updated the Cabinet on Slough Urban Renewal (SUR) and sought approval of the Partnership Business Plan for 2020/21.

The Appendix containing the Partnership Business Plan was in Part II of the agenda, but was considered during Part I without disclosing any of the exempt information.

SUR performance in 2019/20 was summarised and it was noted that 78% of the projects were rated 'green' or 'amber'. The key projects for the coming year included the Old Library Site due to complete in April 2021, progressing planning on the Stoke Wharf and Montem Lane sites and continuing to deliver new housing as part of the Small Sites strategy. The Cabinet welcomed the fact that SUR was one of most successful Local Asset Backed Vehicles of its type in the country and it had a track record of delivering a range of projects and financial returns to the Council.

Speaking under Rule 30, Councillor Strutton asked whether Covid-19 would delay construction projects and have a detrimental financial impact to the Council. It was noted that the Old Library Site project had been ahead of schedule and was due to be completed on time even after taking into account the impact of Covid-19. There were uncertainties arising from Covid-19 to future housing and property markets, but the outlook for other SUR projects was being continually assessed and remained positive at this stage.

At the conclusion of the discussion the report was noted and Partnership Business Plan for 2020/21 was approved.

#### **Resolved –**

- (a) That the performance of SUR for 19/20 as set out in Section 5.4 of the report be noted;

(b) That the performance targets for SUR for 2020/21 as set out in Section 5.11 to 5.14 of the report be agreed; and to note the intention for SUR Board to review KPI's for this period.

(c) That the Partnership Business Plan for the period to 2025 be agreed.

**132. Council Housing 'Buy Backs'**

The Lead Member for Housing & Community Safety introduced a report that sought approval to delegate the acquisition of the 'buy backs' of former council housing purchased under the 'Right to Buy' to the Council's Section 151 Officer in consultation with the Service Lead for Housing Development & Contracts.

The proposal was in line with one of the recommendations of the Council's internal auditors from their review conducted in September 2019. The audit had identified that some approvals for the acquisition of buy-back properties had been above the threshold of £250,000 for the acquisition of leasehold interests specified in the Constitution. The audit recommendation was therefore to delegate the acquisition of property for the sole purpose of providing affordable housing that is above £250,000 to the Section 151 Officer.

After due consideration the recommendations set out in Section 5 of the report, including the delegation to the Section 151 Officer, were approved.

**Resolved –** That the recommendations set out in section 5 of the report be approved.

**133. Adoption of New Highway Asset Management Strategy 2020/25**

The Service Lead Major Infrastructure Projects introduced a report that sought approval to adopt and publish a new High Asset Management Strategy for the next five years.

The strategy was founded on three key principles for good asset management which were to use an information driven asset management approach to optimise resources; adopt a whole life cost approach to maintaining infrastructure; and to prioritise resources using a risk based approach. The new plan was aligned to the Council's wider strategies and would enable the Council to demonstrate its commitment to sound management of such assets. An up to date management strategy was a core requirement of the Department for Transport's incentive funding self-assessment in order to achieve Level 3 maturity.

The Lead Member for Sustainable Transport & Environmental Services commented on the importance on having a clear strategy and framework to manage its highways assets. Investment levels over many years had ensured that highway infrastructure in Slough was well maintained. Additional capital of £1m had been invested this year for local schemes.

After due consideration, the strategy was approved.

**Resolved –**

- (a) That the new highway asset management strategy for 2020 – 2025 be approved.
- (b) That the new highway asset management strategy is published on [www.slough.gov.uk](http://www.slough.gov.uk).
- (c) That Officers implement the new strategy within the highways function and provide regular reports on progress.

**134. Contracts in Excess of £180,000 in 2020/21**

The Cabinet considered a report detailing the contracts with an estimated value of over £180,000 that were proposed to be let in the 2020/21 financial year.

The contracts listed in Appendix A to the report were included in approved budgets and all contracts would be let in accordance with the Financial Procedure Rules. It was noted that the Council had agreed to reduce the threshold for such approvals from £250,000 to £180,000 when it approved the new Contract Procedure Rules last year.

After due consideration, the Cabinet endorsed the list of contracts at Appendix A.

**Resolved –** That the list of contracts attached at Appendix A be endorsed.

**135. References from Overview & Scrutiny**

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

**136. Notification of Forthcoming Decisions**

The Cabinet considered and endorsed the Notification of Key Decisions published on 20<sup>th</sup> April 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 May and August 2020 be endorsed.

**137. 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.

**138. SUR Partnership Business Plan - Appendix**

The Slough Urban Renewal Partnership Business Plan was approved in Part I of the meeting without disclosing any of the exempt information.

**139. Acquisition of land at AkzoNobel and Masterplan Approach to the future development of the area**

An approach was agreed to seek to acquire land on the Akzo Nobel site to provide housing and to develop a masterplan for the area.

Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.15 pm)

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> June 2020

**CONTACT OFFICER:** Nick Pontone  
**(For all enquiries)** Senior Democratic Services Officer  
 (01753) 875120

**WARD(S):** All

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

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

**CABINET PORTFOLIOS AND RESPONSIBILITIES 2020-21**

1. **Purpose of Report**

To advise the Cabinet of portfolios and the Members responsible for them.

2. **Recommendations**

The Cabinet is requested to resolve:

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

3. **Slough Joint Wellbeing Strategy Priorities**

Effective, transparent and equitable democratic and decision making processes are an essential pre-requisite to the delivery of all the Council's priorities.

4. **Other Implications**

The recommendations within this report meet legal requirements. The proposals have no workforce implications and any financial implications have been reflected within the approved budget. There are no Human Rights Act implications.

The Constitution provides for the Leader of the Council to appoint Cabinet Members and the portfolios they will hold.

5. **Supporting Information**

5.1 The Leader has determined the number of Councillors appointed to the Cabinet and the portfolios they will hold.

5.2 The Leader of the Council has appointed the following Councillors to Cabinet portfolios listed below:

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	Cabinet Member for Sustainable Transport & Environmental Services
Councillor Bains	Cabinet Member for Inclusive Growth & Skills
Councillor Carter	Cabinet Member for Children & Schools
Councillor Mann	Cabinet Member for Planning & Regulation
Councillor Nazir	Cabinet Member for Housing & Community Safety
Councillor Pantelic	Cabinet Member for Health & Wellbeing

5.3 The full list of Cabinet portfolios is set out in Appendix A.

6. **Background Papers**

None

## **Lead Member Portfolios**

### **Leader - Regeneration and Strategy**

**(Councillor Swindlehurst)**

- Forward Strategy and 5 Year Plan
- Overall Budget Strategy
- Financial Planning
- Future planning of Council Assets and Asset Disposals
- Community Hubs and Localities Strategy
- Town Centre (Redevelopment Strategy & regeneration)\*
- External Relations (business)\*
- Heathrow expansion planning Relationship with Heathrow Airport LTD
- Regional/Sub-Regional Plans and Strategies
- Local Government Relationships
- External Communications and overall Communications Strategy

### **Deputy Leader, Governance & Customer Services (Councillor Akram)**

- Corporate Accounts
- Investments
- Audit
- Legal, Democratic and Member Services
- Procurement
- Performance Management
- Customer Services
- E-government & Digital Transformation
- Council Constitution
- Governance and Management of Commercial Companies and Council Commercial Strategy
- Corporate Landlord function
- Operational Management of Community Buildings and Council facilities

### **Children & Schools**

**(Councillor Carter)**

- Education (including Early Years) and SEND Services
- School Admissions and Attendance
- School Improvement
- School Places Planning
- Corporate Parenting
- Foster Care and Adoption
- Youth Engagement
- Play Strategy \*
- Children's Centres
- Children and Young People's Safeguarding
- Early Intervention
- Unaccompanied Asylum Seekers
- Relationship with Slough Children's Services Trust

## **Health & Wellbeing**

**(Councillor Pantelic)**

- Social and Community Care
- Older People's Services
- Adult Safeguarding
- Careline
- Disabilities and Mental Health
- Substance Misuse
- Prevention and Public Health
- Relationships with NHS and Ambulance Service
- Health & Wellbeing Partnerships
- Equalities\*
- Leisure & Sports Facilities
- Parks, Open Spaces & Grounds maintenance
- Allotments
- Play Strategy \*

## **Housing & Community Safety**

**(Councillor Nazir)**

- Homelessness and Rough Sleeping
- Private Rented Housing Sector
- Estate Management
- Council Housing Repairs
- Neighbourhood Services
- James Elliman Homes
- Herschel Homes
- Development Initiative for Slough Housing (DISH) [conversion into Community Benefit Society]
- Community Safety
- Anti-Social Behaviour and Crime Reduction
- Relationship with Police
- Prevent



## **Inclusive Growth & Skills**

**(Councillor Bains)**

- Apprenticeships
- Careers Service
- Lifelong learning & Skills Training
- Economic Development & Inward Investment
- Benefits & Council Tax
- Human Resources
- Equalities\*
- Town Centre (Retail, “Meanwhile” activities, evening economy etc)\*
- Local Shopping Parades
- External Relationships with Businesses\*
- Partnerships/Relationships with the Voluntary Sector
- Arts and Cultural Strategies/Activity and Events
- Community Cohesion and Faith Group involvement
- Libraries

## **Planning & Regulation**

**(Councillor Mann)**

- Consumer Protection
- Enforcement Services
- Trading Standards
- Food Safety
- Overall responsibility for Licensing Services
- Relationships Fire services
- Coroner
- Cemetery, Crematorium and Registrars Service
- Building Control
- Planning and Development Control
- Local Land Charges
- Emergency Planning

## **Sustainable Transport & Environmental Services** **(Councillor Anderson)**

- Highway and Transport Infrastructure Planning
- Highways Maintenance and Street Lighting
- Travel Plans and Traffic Management
- Parking Facilities and Regulation
- Council Fleet Future Planning and Management
- Public Transport
- Taxi and minicab Licensing
- Surface Access to Heathrow Airport
- Cycling and Walking Strategies and Plans
- Relationships with Bus and Rail providers
- Air Quality and Climate Change
- Council Environmental Services
- Waste Management, Recycling and Refuse Collection
- Energy Efficiency
- Flood Prevention

\* Shared responsibility

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 June 2020

**CONTACT OFFICER:** Sushil Thobhani – Service Lead Governance  
(For all enquiries) (07542 229125)

**WARD(S):** All

**PORTFOLIO:** Councillor Sabia Akram – Portfolio Holder for Governance & Customer Services

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

**SIX MONTHS RULE UNDER SECTION 85, LOCAL GOVERNMENT ACT 1972, ETC.**

1 **Purpose of Report**

The purpose of this Report is to remind cabinet of the provisions relating to Councillors ceasing to be Members of the Council for failure to attend any meeting of the Council for a consecutive period of six months, contained in section 85 of the Local Government Act 1972, and of the possible implications for Members of Regulation 5 of the Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020, in the light of the recent cancellations of meetings

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

That the Cabinet note the contents of this Report.

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

This report has no direct implications for the [Slough Joint Wellbeing Strategy](#) (SJWS) and the Five Year Plan

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

This Report has no direct implications for the priorities of the SJWS and the JSNA

3b **Five Year Plan Outcomes**

This Report has no direct implications for the objectives of the Five Year Plan:

- *Our children and young people will have the best start in life and opportunities to give them positive lives.*
- *Our people will become healthier and will manage their own health, care and support needs.*
- *Slough will be an attractive place where people choose to live, work and visit.*
- *Our residents will have access to 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**

There are no financial implications which arise as a consequence of this Report.

**Risk Management**

Recommendation from section 2 above	Risks/Threats/Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That the Council resolve to note the contents of this Report.	Automatic disqualification of Members and possible inability for re-election until 6 May 2021.	The bringing of this Report to full Council and alerts to Members	Likelihood – Negligible – 1  Impact Legal/Regulatory – Negligible  Score: 1	Continuing alerts to Members potentially at risk of disqualification.

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

None.

(c) **Financial Implications**

None

(d) **Equalities Impact Assessment**

No need identified for an Equalities Impact Assessment.

(e) **Workforce**

No workforce implications arise from this Report.

(f) **Property**

No property implications arise from this Report.

(g) **Carbon Emissions and Energy Costs**

No implications for Carbon Emissions and Energy costs arise from this Report.

## **5 Supporting Information**

- 5.1 Section 85 of the Local Government Act 1972 provides that if a member of a local authority fails throughout a period of six consecutive months from the date of his last attendance to attend any meeting of the authority, he shall, unless the failure was due to some reason approved by the authority before the expiry of that period, cease to be a Member of the authority.
- 5.2 Members will be aware that due to the imposition of the “lockdown” to deal with the spread of the Coronavirus, several meetings of the Council needed to be cancelled and, until recently, with the enactment of The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the Council were not able hold meetings which could be attended by Members by remote attendance.
- 5.3 In the meanwhile, by virtue of Regulation 5 of The Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020 the holding of bye elections has been postponed to after 5 May 2021.
- 5.4 Due to the cancellation of Council meetings during the period of the “lockdown” it is possible that some Members may be close to approaching a period of six consecutive months since they last attended any meeting of the Council and may therefore be in danger of inadvertently ceasing to be Members of the Council and being unable to be re-elected in the meanwhile until after 5 May 2021 if statutory regulations are not made in the meanwhile allowing for bye elections to be held before then.
- 5.5 Members likely to be effected by the above should seek to ensure that they attend a meeting of the Council before the expiry of the six month period which applies to them.
- 5.6 Members may now attend meetings of the Council by remote attendance by electronic or other methods of telecommunication and such attendance counts for the purposes of Section 85 of the Local Government Act 1972.
- 5.7. Members seeking to attend by remote attendance would need to ensure that they achieve a connection to a meeting which they are seeking to attend by remote attendance to enable that attendance to be recorded.

## **6 Comments of Other Committees**

A report in the terms of this Report was considered and noted by full Council at first virtual annual meeting of the Council held on 21 May 2020.

## **7 Conclusion**

Members should be alert to the possibility of their inadvertently ceasing to be Members of the Council under Section 85 of the Local Government Act 1985, due to not attending any meetings of the Council for a consecutive period of six months, and of the possibility that there may be no opportunity of re-election by virtue the postponement of elections to after 5 May 2021. Members should also be aware that attendance at meetings of the Council by remote access is equivalent to attending a

meeting for these purposes but only provided Members are connected to the meeting to enable their attendance to be recorded.

8 **Appendices Attached**

None.

9 **Background Papers**

Local Government Act 1972

The Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 June 2020

**CONTACT OFFICER:** Sushil Thobhani – Service Lead Governance  
(For all enquiries) (0745 229125)

**WARD(S):** All

**PORTFOLIO:** Councillor Sabia Akram – Portfolio Holder for Governance & Customer Services

**PART I**  
**NON-KEY DECISION****COVID-19 DECISIONS UPDATE****1 Purpose of Report**

The purpose of this Report is to inform Cabinet of the time line of major events since the last Report to the Cabinet on this subject on 18 May 2020 and of the further significant decisions taken by officers since that date, and to seek ratification of those decisions.

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

The Cabinet are asked to note this Report and to ratify the significant decisions taken by officers since 18 May 2020, set out in the Schedule to this Report.

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

The decisions taken by officers and set out in this Report have sought to support, as far as reasonably practicable at the present time, the objectives of the [Slough Joint Wellbeing Strategy](#) (SJWS) and the Five Year Plan

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

The decisions set out in this Report have been taken with the over arching objective of protecting public health and the well being of residents and ensuring that the Council is able to achieve this objective lawfully, and as effectively as possible, in the prevailing circumstances. The recommendations contained in this report seek to ensure that the Council are able to continue to try to meet this objective and thereby be in a position to continue to address the priorities of the SJWS and the JSNA appropriately.

**3b Five Year Plan Outcomes**

The recommendations contained in this Report, namely the noting and ratification of the further significant decisions taken by officers by Cabinet at the first available opportunity, will enable the Council to be in a position to be able to go forwards to try and continue to meet the following objectives of the Five Year Plan.

- *Our children and young people will have the best start in life and opportunities to give them positive lives.*
- *Our people will become healthier and will manage their own health, care and support needs.*
- *Slough will be an attractive place where people choose to live, work and visit.*
- *Our residents will have access to 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

Any financial implications of significant decisions taken by officers in connection with the need to deal with the consequences of the Covid-19 pandemic are monitored weekly by a special finance group and will be reported to cabinet as part of the usual financial reports to cabinet.

##### Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
That the Cabinet note and ratify the significant decisions taken by officers since the “lockdown” came into force.	Failure by Members to note and ratify these actions and decisions increases the risk of challenge and disruption. Ratification provides the opportunity for the Council to build upon the good results already achieved and to move forward strongly by building upon these results with greater engagement across the Council	The significant decisions and actions have been taken in accordance with governance arrangements put into place in consultation with the Council’s statutory officers and in accordance with all applicable guidance issued by and best practice recommended by all relevant bodies.	Likelihood – Very Low – 2  Legal/ Regulatory – Critical  Score: 6	Increasing return to usual decision making structures and processes as circumstances permit.

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



Any decisions taken by officers pursuant to the statutory regulations enacted by the Government to deal with the Coronavirus pandemic to enforce business closures and restrict assembly could potentially be under the Human Rights Act 1998 as being a breach of article 11, relating to the freedom of assembly and association, and Article 1 of the First Protocol, relating to the right to peaceful enjoyment of possessions. It is considered, however, that risks of successful challenge are low as, in the latter case, derogations are permitted to control use of property in the general interest and, in the former case, for the protection of public health.

Under the Council's Constitution, the Chief Executive has delegated power to act in case of emergency and urgency authority to exercise all council side functions. Additionally, under the constitution, all matters not specifically reserved are deemed to be within the delegated authority of the Chief Executive and Directors for all purposes which fall within their directorate of budget area or area of responsibility to which they may be nominated from time to time

The Cabinet may ratify any decisions of officers falling within their functions.

(c) Equalities Impact Assessment

All the significant decisions set out in this Report were taken, having regard, so far as was practicable in the circumstances, to the public sector equality duties and the protected characteristics set out in the Equality Act 2010.

(d) Workforce

The decisions taken by officers which have affected the Workforce are set out in the schedule to this Report.

(e) Property

The restrictions imposed by the Coronavirus Act 2020 on the ability of the Council as a landowner to take action to enforce payments of rents will have had an effect on the Council's asset management position. Any long term effects on the Council's property portfolio and asset management strategy will need to be evaluated in due course.

(f) Carbon Emissions and Energy Costs

The Council have not at present carried out any systematic analysis of the effect on carbon emissions and energy costs of the decisions taken by officers since the "lockdown" took effect. It is considered that it is self-evident, however, that the restrictions on travel and the reduction in the use and occupation of Council premises and other council activities means that it is unlikely that there was an increase in emissions and energy costs during this period.

## 5 **Supporting Information**

- 5.1 On 18 May 2020 the Government announced that loss of senses of smell and taste were being added to the list of coronavirus symptoms to look out for and that everyone in the UK over the age of 5 who had symptoms could be tested for Covid-19. The Council also held its first virtual meeting of Cabinet since the commencement of the lockdown
- 5.2 on 20 May 2020 the Prime Minister announced that a trace and track system would be in place from 1 June and the Government announced that a task force would be set up to see how sporting and cultural events can resume safely
- 5.3 On 21 May 2020 the Council held its first virtual Annual General Meeting
- 5.4 On 22 May the Council announced that new quarantine rules would apply to travellers to the UK from 18 June 2020 requiring isolation measures.
- 5.5 On 23 May 2020 the Government announced investment in buses and light rail services to improve safety.
- 5.6 On 24 May 2020 the Prime Minister announced the phased re-opening of Schools from 1 June.
- 5.7 On 25 May 2020 the Prime Minister announced plans for the re-opening of open air markets and car showrooms from 1 June and all non-essential shops from 15 June.
- 5.8 On 27 May 2020 the Council held its first virtual Planning Committee Meeting. The Prime Minister announced that a trace and track system would be operational in England from the next day.
- 5.9 On 28 May 2020 contact tracing systems went live in England and Scotland. The Chief Medical Officers decided to keep the alert level at 4. The Prime Minister announced that the Government's "Five Tests" had been met and groups of 6 people could gather
- 5.10 On 24 April 2020 the School Admissions (England)(Coronavirus)(Appeals Arrangements) (Amendments) Regulations 2020 came into force permitting appeals against school admissions decisions to be conducted by remote attendance.
- 5.11 On 30 April 2020 the Prime Minister announced that the UK are "past the peak".

## 6 **Comments of Other Committees**

A further report on this subject in the same terms will also be submitted to full Council at their next meeting.

This Report may also be considered by the Overview & Scrutiny Committee at a future meeting of that Committee.

## 7 **Conclusion**

This Report brings The Cabinet up to date with major events since the last report to the cabinet on this subject on 18 March 2020 and informs the Cabinet of the significant decisions taken by officers since that date. The noting and ratification of those decisions by the Cabinet at the first available opportunity will enable the Council to continue to seek to meet its duties to protect public health and to serve the well being of those who live, work and visit its area.

8 **Appendices Attached**

A - Table of significant decisions

9 **Background Papers**

The Coronavirus Act 2020

The Health Protection (Coronavirus, Business Closures) (England) Regulations 2020

The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020

The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panels Meetings) (England and Wales) Regulations 2020

The School Admissions (England) (Coronavirus) (Appeals Arrangements) (Amendments) Regulations 2020

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Summary of significant decisions taken by Silver

Decisions taken since 29th April 2020

Decision Required	Outcome	Date of decision	Decision made by	Target Date	Status
To agree to reduce hours in the Community Hub	Agreed that the community reponse hub will stop Sunday operations from week commencing 4th May 2020 and Cease Saturday operations from week commencing 11th May 2020 and Community response call centre moving to a week day service which will be available 9am – 4pm	05/05/20	SILVER	05/05/20	Closed
To agree if HWRC should open immediately	Agreed that the HWRC should open with Option 3 once Leader and Lead member are aware and further clarity on discretionary challenge at the tip.	06/05/20	SILVER	06/05/20	Closed
To agree which option to go with for Temporary Place of Rest costs	Agreed to go with Option 2 that all costs are split across all Berkshire LA's and that Wexham is theTPOR site.	06/05/20	SILVER	06/05/20	Open
To agree who will lead the PPE task group from now on	Agreed Fin Garvey to be new project lead with Stuart Aislebie assisting	07/05/20	Stephen Gibson	07/05/20	Closed
To agree approach to most appropriate way for staff to return to work based on a managed approach	Agreed to go with Option 2 of report to Set up a management team to over see the easing of lockdown measures across the council and specifically the management of staff returning to normal functions in accordance with government advice and health, safety and wellbeing and Public Health Guidance. This function will now form part of the recovery group to oversee and comms to go out to staff re returning to work.	07/05/20	SILVER	07/05/20	Open

To agree provision of PPE for SBC staff returning to work	Agreed that PPE for staff returning to work at Council premises be sourced through existing route but stock should be managed and distributed separately from that used for frontline services.	12/05/20	SILVER	12/05/20	Open
To agree approach for Council Tax reminder	Agreed to go with a soft option with a gentle reminder and emphasise that help is out there should residents be struggling financially. Work toward a single view in the future to chase for council tax/business rates and rent.	15/05/20	SILVER	15/05/20	Open
To decide on Reopening of Tennis courts	Agreed to go with Option 2 to open up all tennis facilities across the borough for use by residents and members of Salt Hill	15/05/20	SILVER	15/05/20	Closed
To decide the local implementation of test and trace	Agreed that Stephen Gibson be the SBC Lead Director and Fin Garvey be the project lead. The task group to evolve from the existing testing group and include Public Health and HR. Detailed Plan to be prepared.	19/05/20	SILVER	22/05/20	Open
To agree the data management system to be used for Shielded residents	Option 3 of paper agreed to procure the Community Helper system (Civica) which was free for 6 months. Options for medium/long term to be developed.	19/05/20	SILVER	19/05/20	Closed
To decide the approach to social distancing advice in the town centre and open spaces	Option 2 of paper agreed that a task group sponsored by Richard West and including relevant Service Leads and key officers work together to coordinate activity. Any significant activity in terms of financial costs or risks e.g. SBC staff enforcing social distancing to be escalated. JW to lead discussions with partners on medium term approach.	19/05/20	SILVER	19/05/20	Open
To consider the proposed Blue Jeans Configuration and Deployment	Agreed to move to a new licensing model with Blue Jeans and enter into a new contract for a year.	19/05/20	SILVER	29/05/20	Closed

To consider SBC approach to PPE/face coverings at OH for staff	After a detailed discussion a decision made that SBC would not be providing PPE currently as feel that the 2m social distancing guidelines can be met. However this will be reviewed in line with any new guidance and once staff start returning to the building. If staff want to wear their own masks then that is their choice. PPE will however be purchased in case any new decision is made to provide this to staff in the future.	22/05/20	SILVER	22/05/20	Closed
To consider if we need to keep military planner Steve Mcguiness	Agreed to keep and Alison to complete all necessary forms	22/05/20	SILVER	22/05/20	Closed
To consider a report from the public health team on advice to residents on the use of face coverings in uncontrolled public spaces	Recommended Option 3 agreed to 'Watch and Wait' based on monitoring Covid-19 case numbers and emerging data from the Biosecurity Centre. In the meantime, liase with other nationally to understand good practice and follow Government guidance. Proactively explore channels to produce or acquire face coverings to accepted specification and volume.	29/05/20	SILVER	09/05/20	Open
To agree the support to implement the agreed Local Authority Discretionary Funding for Business Scheme to commence on 1st June 2020	Recommended Option 1 agreed that the scheme be led and administered by the economic development team, and that support be sourced from other departments subject to the process for this being agreed with HR.	29/05/20	SILVER	01/06/20	Closed
To agree the Care Home Support Plan for Slough	Care Home Support Plan and template agreed and the substantial work put in by staff be recognised.	29/05/20	SILVER	29/05/20	Closed

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**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> June 2020

**CONTACT OFFICER:** Barry Stratfull: Service Lead Finance (Deputy Section 151 Officer)

**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Cllr Akram: Cabinet Member for Governance and Customer Services

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

**REVENUE BUDGET MONITORING REPORT – 2019-20 PROVISIONAL (YEAR END) POSITION**

1 **Purpose of Report**

This report provides Cabinet with an update on the provisional financial position of the Council's revenue account for 2019-20 financial year.

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

Cabinet is requested to:

- a) Note the reported underlying provisional financial position of the Council for the year end 2019-20;
- b) Note the Council's provisional reserve balances for the year end 2019-20;
- c) Approve budget transfer (virements) for 2019-20 as requested in Section 9
- d) Approve write offs for the last financial quarter 2019-20 as requested in Section 10.

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

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

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

<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	No Additional actions post budget setting	None
Equalities Issues	Any Equality issues were considered as part of the budget setting process and EIA's were produced where appropriate. An EIA will be produced where required during the financial year.	N/A
Community Support	N/A	N/A
Communications	Officers at SBC have been liaising with DfE, SCST and LGA Officials regarding the current SCST financial position and its potential impact on SBC.	N/A
Community Safety	N/A	N/A
Financial	Although this report is for the year end position of 2019-20 we need to note as outlined in the recent MTFS report the impact of Covid 19 for future years.	This report provides the provisional outturn for 2019-20 (01.04.19 – 31.03.20)
Timetable for delivery	The Council is currently reviewing the 2020-21 budgets due to the Covid 19 impact. It has a duty to set a balance budget for the year.	The Council has outlined in the 18 <sup>th</sup> May 2020 cabinet report 'Impact of Covid 19 on 2020-21 budgets.
Project Capacity	The LGA are providing pre-planned support to SCST/SBC which includes a review of SCST's financial position.	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications  
None.

(d) Equalities Impact Assessment  
There is no identified need for the completion of an EIA.

## 5. THE PROVISIONAL (YEAR END) POSITION 2019-20

### COUNCIL SUMMARY

5.1 The 2019-20 approved net budget for the Council is £108.781m.

The provisional total net expenditure recorded against this allocation is £108.731m. This gives a provisional surplus of £0.050m  $-(0.05\%)$ , which is £2.304m more favourable than the previous forecasted projections reported last quarter. Note the £2.304 includes the £1.152m Slough Children's' Services Trust (SCST) projection.

5.2 The current position, including SCST, is summarised in the table below with full details shown in Appendix A.

<b>SUMMARY - GENERAL FUND REVENUE PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Adult & Communities	40.267	41.407	1.140	0.938	0.202
Children Learning & Skills (excl. SCST)	12.482	13.301	0.819	0.833	(0.014)
Slough Children's' Service Trust (SCST)	27.906	27.906	0.000	1.152	(1.152)
Regeneration	(2.346)	(2.661)	(0.315)	0.022	(0.337)
Place & Development	19.821	20.861	1.040	1.167	(0.127)
Finance & Resources	7.961	6.799	(1.162)	(0.441)	(0.721)
Chief Executive Office	0.963	1.009	0.046	0.023	0.023
<b>Total</b>	<b>107.054</b>	<b>108.622</b>	<b>1.568</b>	<b>3.694</b>	<b>(2.126)</b>
<b>% of revenue budget over/(under) spent</b>			<b>1.46%</b>		
<a href="#">Non Departmental Services[1]</a>	1.727	0.109	(1.618)	(1.440)	(0.178)
<b>Total (Incl. Non Departmental Services)</b>	<b>108.781</b>	<b>108.731</b>	<b>(0.050)</b>	<b>2.254</b>	<b>(2.304)</b>
<b>% of budget over/(under) spent</b>			<b>-0.05%</b>		

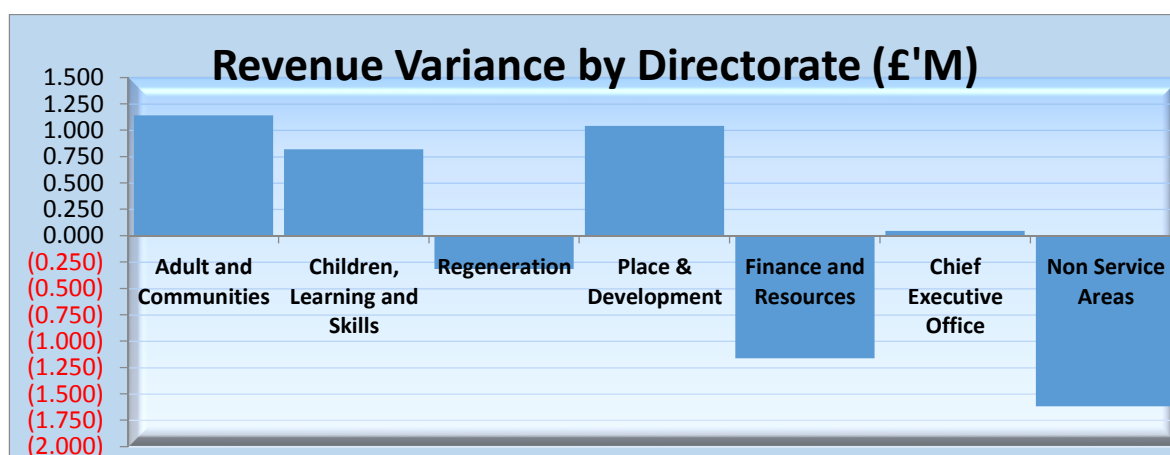
### Budget Changes

5.3 There have been budget transfers (virements) of £3.677m against base budget set at the start of the financial year, reporting movement from base budget of £105.104m to £108.781m. A detailed analysis is provided in section 9 of the report including any budget changes above £0.100m.

### Main Variances by Directorate

5.4 The provisional year end figures reports a surplus of £0.050m  $-(0.05\%)$  Since the last quarter of 2019-20 the position has improved by £2.304m. The full list of budget variances by Directorate is shown in the table and chart below. Then the main summary of the variances compared to last quarter are reviewed below the charts.

Directorate	Full Year Variance	%age
	£'M	£'M
Adult and Communities	1.140	2.83%
Children, Learning and Skills	0.819	2.03%
Regeneration	(0.315)	13.43%
Place & Development	1.040	5.25%
Finance and Resources	(1.162)	-14.60%
Chief Executive Office	0.046	4.78%
Non Service Areas	(1.618)	-93.69%
<b>GRAND TOTAL</b>	<b>(0.050)</b>	<b>-0.05%</b>



5.5 The above analysed the variances compared to the budget, the below reviews the variance of £2.304m which compares for each Directorate to the last quarter. The main reasons for the movement are summarised below with further details provided in the main body of the report.

- **Adult & Communities** – is adverse by £0.202m; mainly due to increased costs within regulatory services for grounds maintenance and reduced income.
  - **Children Learning & Skills** – is slightly improved by £0.014m; and the SCST has improved by £1.152m as our financial position, although this continues to be a pressure in SCST.
  - **Regeneration** – has also improved by £0.337m; due to increased levels of revenue achieved on its planned investment activities.
  - **Place & Development** – improved by £0.127m due to lower temporary accommodation costs
- Finance & Resources** – improved by £0.721m; these improvements are due to mixture of capitalisation costs and balance sheet reviews.
- **Chief Executive** – is slightly adverse by £0.023m; mainly due to staffing pressure which has an approved growth bid provided in budget setting of 2020-21.
  - **Non-Departmental** – shows additional interest income totalling £0.178m,

## Adults & Communities

- 5.6 The Directorate's approved budget is £40.267m with a net provisional outturn of £41.407m. This represents an overspend of £1.140m, (which is 2.83% of the approved budget), in comparison to quarter 3 an increase of £0.202m. There have been increases both in the numbers of clients being accepted for care as well as the length of time some clients are spending in receipt of care services.
- 5.7 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

<b>ADULTS &amp; COMMUNITIES - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Adult Social Care	34.536	36.440	1.904	1.417	0.487
Public Health	(1.088)	(1.096)	(0.008)	0.000	(0.008)
Communities and Skills	6.354	5.181	(1.173)	(0.703)	(0.470)
Regulatory Services	0.465	0.882	0.417	0.224	0.193
<b>Total</b>	<b>40.267</b>	<b>41.407</b>	<b>1.140</b>	<b>0.938</b>	<b>0.202</b>

- 5.8 The overall overspend in Adult Social Care is £1.904m, the overspend is offset by additional monies from Better Care Fund (BCF). The winter pressures grant of £0.515m is not offset directly in the code hence the movement from quarter 3 causing an adverse variance. The Regulatory service also has an increased pressure as mentioned earlier, these are due to reduced income and increased costs in maintenance.

## Children, Learning & Skills and Slough Children's 'Services Trust

- 5.9 The Directorate's net controllable Revenue Budget for 2019-20 is £40.388m inclusive of the Dedicated Schools Grant (DSG). The provisional outturn is a £0.819m overspend (2.03% of its budget).
- 5.10 This provisional outturn position is summarised in the table below and an explanation for the main variances within the Directorate is also provided

<b>CHILDREN, LEARNING &amp; SKILLS - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Directorate Services	1.205	1.268	0.063	(0.021)	0.084
Slough Children's' Service Trust (SCST)	27.906	27.906	0.000	1.152	(1.152)
Inclusion	0.585	0.803	0.218	0.211	0.007
Schools	3.331	4.318	0.987	1.067	(0.080)
Early Years and Prevention	2.048	1.599	(0.449)	(0.424)	(0.025)
<b>Sub Total</b>	<b>35.075</b>	<b>35.894</b>	<b>0.819</b>	<b>1.985</b>	<b>(1.166)</b>
<b>Dedicated Schools Grant (DSG)</b>	<b>5.313</b>	<b>5.313</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>TOTAL</b>	<b>40.388</b>	<b>41.207</b>	<b>0.819</b>	<b>1.985</b>	<b>(1.166)</b>

### **Slough Children's Services Trust (SCST)**

- 5.11 Please note the SCST was reporting a pressure in the last quarter the figures above include funding provided of £1.000m as agreed with Cabinet, also in the first quarter the budget was increased by £1.521m to meet the contract cost in SBC accounts.
- 5.12 As Members are aware, SCST has been forecasting a significant overspend since July 2019 and have explained the projected overspend on increases in staffing, placement and legal costs as a result of a spike in referrals in October/November 2018 and January 2019. These increased referrals have consequently led to more Child Protection cases and Children Looked After cases arising in 2019-20 than they had initially budgeted for.
- 5.13 When SCST first informed the Council that there was a real possibility that the company was facing insolvency if expenditure was not brought under control, in July 2019, the section 151 officer requested that the possible impact of this action on SBC be highlighted – which resulted in a potential £4m revenue impact on the Council due to payments made to SCST in advance by the Council being unrecoverable. Due to significant work undertaken by SBC officers and DfE officials, the risk of SCST insolvency during 2019-20 has now been averted. Therefore this impact has been removed from the Q3 monitoring report. However, it is important to note that the risk might reappear in 2020-21.
- 5.14 SBC officers have been working closely with SCST's leadership team in an effort to understand SCST's current financial position and to support the organisation in initiatives that will reduce this overspend by the end of the financial year. Further, both SBC and SCST officers have been in regular discussions with DfE and LGA officials highlighting the ongoing financial pressures facing the Trust and children's services more generally.
- 5.15 It is absolutely in the Council's best interests to ensure that SCST's finances are in a robust position at contract end. Not least in case it was deemed, at contract end that any existing liabilities owed by SCST should fall on the Council rather than on DfE who established the Trust. SBC officers have entered into discussions with DfE officials, supported by the LGA, to obtain clarification on this issue.

#### **Inclusion.**

- 5.16 The service has a provisional overspend of £0.218m. There are general staffing pressures (i.e. maternity and sickness cover) within this service that result in an over-spend. Increase costs in legal fees for SEND related legal challenges.

#### **Schools.**

- 5.17 The service has an overspend of £0.987m. This is due to additional costs arising within transport service; increases in the number of 1:1 journeys, a rise number of SEN pupils accessing the service and an increase in the number of journeys made outside the borough.

#### **Early Years' and Prevention.**

- 5.18 The service has a provisional underspend by £0.449m. We have seen a further reduction in staffing costs, adding to the vacancy levels within the service. The service is planning a restructure, which will be costed and assessed for on-going affordability as part of the Council's Our Futures programme, with certain posts being held vacant until this work has been undertaken.

## Regeneration

- 5.19 The Regeneration Directorate has a provisional year end position of -£0.315m underspends, (13.43% of its revised budget) against a quarter 3 variance of £0.337m.
- 5.20 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

<b>REGENERATION - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Directorate Management Unit	0.655	0.522	(0.133)	0.000	(0.133)
Major Infrastructure	4.409	4.321	(0.088)	0.011	(0.099)
Planning & Transport	1.383	1.205	(0.178)	(0.443)	0.265
Parking	0.375	(0.090)	(0.465)	(0.246)	(0.219)
Regeneration Development	(7.611)	(7.289)	0.322	0.349	(0.027)
Regeneration Delivery	(1.387)	(1.484)	(0.097)	0.000	(0.097)
Economic Development	(0.170)	0.154	0.324	0.351	(0.027)
<b>TOTAL</b>	<b>(2.346)</b>	<b>(2.661)</b>	<b>(0.315)</b>	<b>0.022</b>	<b>(0.337)</b>

## Place & Development

- 5.21 This Directorate's current net budget is £19.821m, (5.25% of its revised budget). The latest assessment of the year end position is an overspend of £1.040m. The main pressure in this area continues to relate to tackling homelessness and the DSO pressure relates to the capital projects delay..
- 5.22 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

<b>PLACE &amp; DEVELOPMENT - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Building Management	3.810	3.996	0.186	0.000	0.186
Housing (People) Services	1.756	2.589	0.833	1.043	(0.210)
Neighbourhood Services	1.363	0.997	(0.366)	(0.476)	0.110
Environmental Services	14.164	14.151	(0.013)	0.000	(0.013)
Direct Service Organisation (DSO)	(1.272)	(0.872)	0.400	0.600	(0.200)
<b>TOTAL</b>	<b>19.821</b>	<b>20.861</b>	<b>1.040</b>	<b>1.167</b>	<b>(0.127)</b>

## Finance & Resources

- 5.23 This Directorate's current net budget is £7.961m, and has a favourable variance -£1.162. -(14.60% of its revised budget). The main improvement in the variance is within corporate resources due to additional income and unwind of provisions no longer required.

5.24 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Customer and Communications	0.462	0.356	(0.106)	0.000	(0.106)
Organisation Development & HR	1.890	1.788	(0.102)	0.000	(0.102)
Governance	1.064	2.013	0.949	0.709	0.240
Digital & Strategic IT	1.240	1.217	(0.023)	0.000	(0.023)
Corporate Resources	(4.410)	(6.245)	(1.835)	(1.150)	(0.685)
Transactional Services	7.579	7.382	(0.197)	0.000	(0.197)
Local Welfare Provision	0.275	0.331	0.056	0.000	0.056
Corporate and Departmental	(0.139)	(0.043)	0.096	0.000	0.096
<b>TOTAL</b>	<b>7.961</b>	<b>6.799</b>	<b>(1.162)</b>	<b>(0.441)</b>	<b>(0.721)</b>

### Chief Executive

5.25 This Directorate's current net budget is £0.963m, and has a slight adverse variance of £0.023m (which is 4.78% of its revised budget). The main overspend is within Strategy and Performance staffing costs. This has been accepted as a growth bid in 2020-21 financial year.

5.26 The provisional outturn position is summarised in the table below and further analysis provided in Appendix B;

<b>CHIEF EXECUTIVE OFFICE - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Executive's Office	0.334	0.320	(0.014)	0.023	(0.037)
Strategy and Performance	0.629	0.689	0.060	0.000	0.060
<b>TOTAL</b>	<b>0.963</b>	<b>1.009</b>	<b>0.046</b>	<b>0.023</b>	<b>0.023</b>

### Non-Departmental Services

5.27 This service has a favourable variance of -£1.618 against a net budget position of £1.727m includes treasury function which includes interest payable and receivable. The treasury function follows the prudential code guidelines and which are agreed at cabinet..

5.28 The provisional outturn position is summarised in the table below and includes the accrued interest for land purchased from TVU and placed for future development by SUR



<b>NON DEPARTMENTAL SERVICES - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Non-Departmental	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Treasury Management	2.821	1.106	(1.715)	(1.440)	(0.275)
Other Non Service Items	(1.197)	(1.167)	0.030	0.000	0.030
Parish Precepts	0.103	0.170	0.067	0.000	0.067
<b>TOTAL</b>	<b>1.727</b>	<b>0.109</b>	<b>(1.618)</b>	<b>(1.440)</b>	<b>(0.178)</b>

### Transformation Provisional (Year End) Position

- 5.29 The Council has an agreed Transformation programme and against a budget of £8.790m the provisional spend for the year 2019-20 is £7.552m.. Therefore, in the General Fund services costs have been funded from capital receipts.
- 5.30 Financial regulations allows the flexible use of capital receipts on projects that are designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs.
- 5.31 The table below outlines the expenditure that was met from capital receipts. (Please note, projects that appear to have no budget are allocated from pooled budget areas and met transformation criteria)

Dept.	Transformation Fund Schemes	2019-20 Budget	Capital Receipt Allocated Mar 2020	Provisional Outturn 19-20
		£'M	£'M	£'M
A&C	Cemetery and Crematorium work	0.000	0.128	0.128
A&C	Transformation Staffing Costs	0.000	0.274	0.274
Chief Exec.	Transformation Fund - Our Futures	4.200	1.436	(2.764)
CLS	CLS Trading Services	0.075	1.016	0.941
F&R	3rd & 4th Tier Restructures	0.900	0.714	(0.186)
F&R	Customer & Accommodation	1.700	2.497	0.797
F&R	Slough Academy	0.650	0.549	(0.101)
F&R	Public Health Research	0.008	0.008	0.000
F&R	Counter Fraud - Invest to Save	0.100	0.100	0.000
F&R	Electric Vehicle Initiative	0.290	0.000	(0.290)
F&R	Staffing Time	0.000	0.128	0.128
F&R	Essex Library - Legal costs	0.000	0.052	0.052
P&D	Waste & Environment Insourcing	0.300	0.300	0.000
P&D	Property Licensing H219	0.033	0.033	0.000
P&D	Reducing Youth Homelessness	0.040	0.023	(0.017)
P&D	2 x Housing Regulation Officers	0.086	0.007	(0.079)
Regen	Bus Lane Cameras	0.100	0.100	0.000
Regen	Town centre	0.308	0.187	(0.121)
<b>Total</b>		<b>8.790</b>	<b>7.552</b>	<b>(1.237)</b>

## 6 Impact on Council Reserves

- 6.1 The Council currently has £8.123m of general reserves and £8.147m of earmarked reserves available to protect the Council from current Covid 19 financial pressures. The Council has significantly reduced the Q3 projected

overspend and, as agreed in December 2019, cabinet funded the SCST the additional £1.000m. .

<b>COUNCIL RESERVES PROVISIONAL (YEAR END) POSITION 2019-20</b>			
<b>Council Reserves</b>		<b>Provisional (Year End) Position 31.03.2020</b>	
	<b>£'M</b>		<b>£'M</b>
General Fund	8.123	Trust Deficit at 31.03.20	1.000
Earmarked Reserves	8.147	TRUST Deficit funded form Earmarked Reserves	-1.000
		SBC Provisional Surplus	0.050
<b>Total</b>	<b>16.270</b>	<b>Total</b>	<b>0.050</b>
Current Surplus	0.050		
<b>Provisional Balance at 31.03.2020</b>	<b>16.320</b>		

- 6.2 In the S25 statement within the Revenue Budget report presented to full Council, in February 2019, the Section 151 Officer noted that the “*current level of General Fund reserve is ...considered to be the absolute minimum on the basis that the budget balances in 2019-20*”. Therefore, should General Fund reserves fall below this level, the Council would be required to make an immediate repayment, as part of the 2020-21 revenue budget process, to return the general reserves to an appropriate level. Be noted that the earmarked reserve balance has increased from £4.200m to £9.147m. but reduced by the £1.0m for SCST
- 6.3 An initial financial assessment of the Covid-19 impact was presented to Cabinet on 18<sup>th</sup> May 2020. Which indicates a gross cost to the Council could reach £15.300m. The government grant to cover Covid-19 amounts to £7.600m and is insufficient and leaves a initial funding gap of £7.700m.
- 6.4 2020-21 expenditure reductions of £4.800m have been identified to partly offset this and leave a possible £2.900m adverse impact on general reserves. Although the forecast shortfall in funding can be contained within the general reserves and further pressures, if realised, could lead to general reserves dipping below the recommended minimum. This could lead to the need for a freeze on all non-statutory funding.
- 6.5 The financial situation will need to be monitored closely, acknowledging that the current estimates remain provisional as the full impacts of the virus are still emerging.
- 6.6 The Council also has a Dedicated Schools Grant deficit of £13.356m. This relates to special educational needs and shows separately on its balance sheet. This is an in year increase of £6.161m of which £5.865 is High Needs Block. .The Council does not have to take account of this deficit in setting its budget and the Council does not need to take this balance into account when considering the robustness of the Council’s reserves. The schools balances are £6.156m an increase in reserves of £0.691m over 2018-19 most of which is attributable to one school At this time, the deficit of £13.356m is not included in an assessment of the Council’s current financial position as DfE guidance, from March 2019, states:

*“Any kind of local authority revenue reserve may be either negative or positive. Since ring-fenced reserves are not taken into account in assessing local authorities’ ability to set a lawful balanced budget, DSG deficits will not need to be covered for that purpose by an equivalent amount in local authorities’ general reserves”.*

6.7 The Council does though need to agree with the DfE how the deficit is going to be cleared in future years.

## 7. Housing Revenue Account (HRA)

7.1 The HRA provisional outturn position is to spend £38.828m against a provisional income of £35.980m expected, this gives a provisional net deficit for the HRA of £2.848m. This is a slight improvement against the budget. This deficit will be made up by a planned contribution from the housing reserves..

7.2 The HRA is a statutory ring-fenced account and any balances at the end of the year must be carried forward within this account to the next year. The HRA general reserve balance is £16.267 at the beginning of the financial year and will reduce to £13.419

7.3 The latest overall position is summarised in the table below and a further breakdown of the service.

<b>SUMMARY - HOUSING REVENUE ACCOUNT PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Service	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
HRA Expenditure	38.290	38.828	0.538	0.000	(0.538)
HRA Income	(35.419)	(35.980)	(0.561)	0.000	0.561
<b>Total</b>	<b>2.871</b>	<b>2.848</b>	<b>(0.023)</b>	<b>0.000</b>	<b>0.023</b>

7.4 The detailed breakdown is provided below for the HRA provisional projection. The main expenditure variance was on Management and Services due to reduction in expenditure relating to staffing vacancies and project work delays and increase in borrowing costs.

<b>HOUSING REVENUE ACCOUNT PROVISIONAL (YEAR END) POSITION 2019-20</b>					
Service - Housing Revenue Account	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
<b>EXPENDITURE</b>					
Management Team (& Recharges)	4.965	4.402	(0.563)	0.000	(0.563)
Supported Housing	0.030	0.002	(0.028)	0.000	(0.028)
Tenant Services	1.835	2.038	0.203	0.000	0.203
Neighbourhood Housing Area North	0.509	0.707	0.198	0.000	0.198
Neighbourhood Housing Area South	0.368	0.282	(0.086)	0.000	(0.086)
Neighbourhood Housing Area East	0.504	0.510	0.006	0.000	0.006
Arears & Investigations	0.564	0.586	0.022	0.000	0.022
Client Services Team	0.926	0.761	(0.165)	0.000	(0.165)

Neighbourhood Resilience & Enforcement Team	0.322	0.289	(0.033)	0.000	(0.033)
Housing Allocations	0.071	0.065	(0.006)	0.000	(0.006)
Tenants Participation Team	0.302	0.299	(0.003)	0.000	(0.003)
Lettings	0.202	0.199	(0.003)	0.000	(0.003)
Leaseholder Team	0.236	0.345	0.109	0.000	0.109
Housing Repairs	8.500	8.764	0.264	0.000	0.264
Loans, Bad Debt & Council Tax	6.441	7.071	0.630	0.000	0.630
Depreciation & Funding of Capital Projects	12.515	12.508	(0.007)	0.000	(0.007)
<b>TOTAL EXPENDITURE</b>	<b>38.290</b>	<b>38.828</b>	<b>0.538</b>	<b>0.000</b>	<b>0.538</b>
<b>INCOME</b>					
Dwelling Rents	(31.453)	(32.558)	(1.105)	0.000	(1.105)
Garage Rents	(0.491)	(0.391)	0.100	0.000	0.100
Shop Rent	(0.635)	(0.496)	0.139	0.000	0.139
Other Rents	(0.846)	(0.324)	0.522	0.000	0.522
Leaseholder Service Charges	(0.296)	(0.667)	(0.371)	0.000	(0.371)
General Service Charges	(1.683)	(1.474)	0.209	0.000	0.209
Interest	(0.015)	(0.070)	(0.055)	0.000	(0.055)
<b>TOTAL INCOME</b>	<b>(35.419)</b>	<b>(35.980)</b>	<b>(0.561)</b>	<b>0.000</b>	<b>(0.561)</b>
<b>TOTAL</b>	<b>2.871</b>	<b>2.848</b>	<b>(0.023)</b>	<b>0.000</b>	<b>(0.023)</b>

## 8 SAVINGS SUMMARY

### Council Saving Summary

- 8.1 The Council achieved 79% of the savings agreed as part of the 2019-20 revenue budget. Below is a savings summary by service area and by the type of savings. The DSO savings within Place and Development and Slough Academy and Major Contracts savings within Finance & Resources are not realised in 2019-20, but are already on target to be met in 2020-21

<b>SAVINGS MONITOR 2019-20</b>					
Service	Responsible Officer	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable
			GREEN	AMBER	RED
		£'000	£'000	£'000	£'000
Adult & Communities	Alan Sinclair	905	828	0	77
Children, Learning & Skills	Cate Duffy	170	170	0	0
Regeneration	Stephen Gibson	4,769	4,769	0	0
Place & Development	Richard West	1,930	1,330	0	600
Finance & Resources	Neil Wilcox	3,960	1,960	1,000	1,000
Treasury Finance & Resources	Neil Wilcox	1,140	1,140	0	0
<b>Total Savings</b>		<b>12,874</b>	<b>10,197</b>	<b>1,000</b>	<b>1,677</b>
<b>% Against Saving</b>			<b>79%</b>	<b>8%</b>	<b>13%</b>
<b>% Savings from Previous month</b>			<b>79%</b>	<b>7%</b>	<b>14%</b>
			<b>0%</b>	<b>1%</b>	<b>-1%</b>

## 8.2 Type of Saving

Service	Accounting	Commercial	Efficiency	Income	Staffing	Strategic Review	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult & Communities	229	284	100	0	165	127	905
Children, Learning & Skills	0	0	0	0	170	0	170
Regeneration	1,250	3,069	0	450	0	0	4,769
Place & Development	0	1,550	380	0	0	0	1,930
Finance & Resources	500	815	355	500	1,790	0	3,960
Treasury Finance & Resources	750	390	0	0	0	0	1,140
<b>Total</b>	<b>2,729</b>	<b>6,108</b>	<b>835</b>	<b>950</b>	<b>2,125</b>	<b>127</b>	<b>12,874</b>

8.3 Appendix C provides a complete list of savings with further detail. Outlined below are the department summaries

### Adults & Communities (A&C)

8.4 The table below shows a more detailed analysis of the saving within Adults & Communities. The savings achieved are £828k representing 91% for the service. The green savings are grouped together and red identified separately below.

8.5 The action point is to review the remainder £77k (9%). Report to next CMT how these will be met in 2020-21.

**77k** saving type strategic review of supporting move to more supported living will no longer be achievable.

SAVINGS MONITOR 2019-20 ADULT & COMMUNITIES (A&C)											
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
A&C	Adult Social Care	A03F		77	0	0	77	Support move to more supported living (LD Residential)	RED		Strategic Review
A&C	A&C	Various		828	828	0	0	Various	GREEN		Various
<b>Total</b>	<b>A&amp;C</b>			<b>905</b>	<b>828</b>	<b>0</b>	<b>77</b>				

### Children, Learning & Skills (CLS)

8.6 The table below shows the savings for CLS which are achieved.

SAVINGS MONITOR 2019-20 CHILDREN, LEARNING & SKILLS (CLS)											
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£000	£'000	£'000	£'000				
CLS	CLS	F137/M01A	TF	170	170	0	0	Directorate Management Restructure	GREEN	Achieved	Staffing
<b>Total</b>	<b>CLS</b>			<b>170</b>	<b>170</b>	<b>0</b>	<b>0</b>				

## Regeneration

- 8.7 The table below shows a more detailed analysis of the saving within Regeneration. The savings identified are £4,769 representing 100% for the service.

SAVINGS MONITOR 2019-20 REGENERATION											
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
Regeneration	Regeneration	Various		4,769	4,769	0	0	Various	GREEN	All met in 2019-20	Various
<b>Total</b>	<b>Regeneration</b>			<b>4,769</b>	<b>4,769</b>	<b>0</b>	<b>0</b>				

## Place & Development (P&D)

- 8.8 The table below shows a more detailed analysis of the saving within Place & Development. The savings achieved are £1,330k representing 69% for the service. The DSO target of fees on total highways capital programme, remainder 31% is dependent on the capital programme and is being reviewed for 2020-21.

SAVINGS MONITOR 2019-20 PLACE & DEVELOPMENT (P&D)											
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
P&D	P&D	D880	TF	1,200	600	0	600	DSO - Fees on Total Highways Capital Programme	AMBER		Commercial
P&D	P&D	Various		730	730	0	0	Various	GREEN	All met in 2019-20	Various
<b>Total</b>	<b>P&amp;D</b>			<b>1,930</b>	<b>1,330</b>	<b>0</b>	<b>600</b>				

## Finance & Resources (F&R)

- 8.9 The table below shows a more detailed analysis of the savings within Finance & Resources. The savings achieved are £1,960k representing 50% for the service.
- 8.10 The action point is to review the remainder £2,000k (50%) and report how these will be met.

- 1) £500k saving type staffing This saving is achievable with reducing agency spend and aiming to recruit on permanent basis. However this now also needs to link with the transformation programme.
- 2) £500k saving type commercial, this is a review of our contracts and procurement are currently working on this but deemed prudent as we have not realised all the saving within this year for the council. However, with the analysis and new contracts being negotiated these savings will be met in future years.

SAVINGS MONITOR 2019-20 FINANCE & RESOURCES (F&R)											
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
F&R	F&R	B015	TF	500	0	0	500	Slough Academy - Reduce Agency Spend	RED	Discussions in progress in order to confirm probable rating	Staffing
F&R	Governance	B096	TF	500	0	0	500	Recommissioning and reviews of major commercial contracts	RED		Commercial
F&R	Various	Various		2,960	1,960	1,000	0		GREEN		Various
<b>Total</b>	<b>F&amp;R</b>			<b>3,960</b>	<b>1,960</b>	<b>1,000</b>	<b>1,000</b>				

## 9. VIREMENTS

9.1 The virements below represent a movement of budgets between directorates which needs approval by the Cabinet. The Councils budget agreed in February 2019 Cabinet is £105.104 and has increased to £108.781 due to the PFI agreed funding.

Reference	Reason	Adults and Communities	Chief Executive	Children, Learning and Skills	Finance and Resources	Place and Development	Regeneration	Below the Line Additions	Total General Fund Budget
		£	£	£	£	£	£	£	£

<b>Base Budget 2019-20 @ 01.04.2019</b>	<b>41,030,900</b>	<b>963,700</b>	<b>32,957,700</b>	<b>10,522,300</b>	<b>19,899,800</b>	<b>(2,168,200)</b>	<b>1,897,383</b>	<b>105,103,583</b>
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<b>Budget Transfers (Virements) for 2019-20</b>									
PL-772	Release of 2018-19 Carry Forward	181,090		50,000		22,780	131,890	(385,760)	0
PL-798	Transfer of 2018-19 Growth- Care Leavers & C/ Tax				75,000			(75,000)	0
PL-835,7,9	IT Transfer form SCST to SBC			(131,980)	131,980				0
PL-861	Stationary Amendment	(6,550)	(1,090)	(850)	(3,050)	14,920	(3,380)		0
PL-885	Allocation of Contingency Budget				1,421,293			(1,421,293)	0
PL-911	CIF Funding	20,455			(20,455)				0
PL-928-30	COVID Grant funding to Earmarked Reserves				(3,405,982)			3,405,982	0
PL-931	EU Exit Preparation Grant				(209,970)			209,970	0
PL-932	2019-20 Proceeds of Crime Transfer				(124,700)			124,700	0
PL-933	Transfer of 2019-20 Carry Forwards	(559,970)		(60,400)				620,370	0
PL-939	2019-20 PFI Grant - DfE			3,677,500					3,677,500
PL-941	2019-20 - Transfer to/ from Schools' Reserve			(43,430)				43,430	0
PL-942	Transfer of BCF Reserve amount	(398,861)						398,861	0
PL-943	Children's Services Trust Contract			1,521,000				(1,521,000)	0
PL-943	Arbour Vale Funding			16,300				(16,300)	0
PL-944,5	Transfer from Building Control Reserve						43,000	(43,000)	0
PL-947	Release from reserves to Children's Trust			1,000,000				(1,000,000)	0
PL-948	2019-20 transfer to Schools Reserves			(21,860)				21,860	0
PL-949	2019-20 -Growth Fund /End of year balance			6,160,790				(6,160,790)	0
PL-950	2019-20 -End of year balance			(20,250)				20,250	0
PL-951	Refuse Vehicle Lease/Interest Payment					(115,610)		115,610	0
PL-952	19-20 Reduction Lessee charge			(200,000)	(425,690)		(348,750)	974,440	0
PL-953	PFI Reduction in PFI Unitary Charge to Schools 1920			(4,075,610)				4,075,610	0
PL-954	1920 12 Direct Revenue Funding 19/20			(441,640)				441,640	0
<b>Budget Transfer (Virement) Total</b>		<b>(763,836)</b>	<b>(1,090)</b>	<b>7,429,570</b>	<b>(2,561,574)</b>	<b>(77,910)</b>	<b>(177,240)</b>	<b>(170,420)</b>	<b>3,677,500</b>

<b>Amended Budget 2019-20 @ 31.03.2020</b>	<b>40,267,064</b>	<b>962,610</b>	<b>40,387,270</b>	<b>7,960,726</b>	<b>19,821,890</b>	<b>(2,345,440)</b>	<b>1,726,963</b>	<b>108,781,083</b>
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9.2 The below virements under finance regulations need approval as the movements are over the £100,000 limit. These virements are movements within a directorate transferring budgets to individual service areas cost centres. The large proportion relate to DSG transfers as the funding is allocated per the budget planners from the schools.

Reference	Department	Budget Transfers Over £100,000	Amount
PL-742	Adults & Communities	Public Health allocation to Projects	137,500.00
PL-693	Children, Learning & Skills	Move all of 2019/20 Budget for E500 DSG AV to correct codes	3,800,000.00
PL-695	Children, Learning & Skills	Resource Base Top Up Funding	169,427.00
PL-702	Children, Learning & Skills	Teachers Pay Grant	153,981.00
PL-723	Children, Learning & Skills	DSG (KS) Notional distribution of School Budget Shares as per Schools Budget Planner	2,055,437.00
PL-725	Children, Learning & Skills	DSG (CP) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	8,128,715.00
PL-726	Children, Learning & Skills	DSG (HFRC) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	2,144,668.00
PL-727	Children, Learning & Skills	DSG (ISP) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	3,034,953.00
PL-729	Children, Learning & Skills	DSG (PWP) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	4,133,619.00
PL-730	Children, Learning & Skills	DSG (PS) - Notional distribution of School Budget Shares as per Schools Budget Planner	6,028,990.00
PL-731	Children, Learning & Skills	DSG (STBCG) 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	4,043,131.00
PL-732	Children, Learning & Skills	DSG (WCP) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	3,061,134.00
PL-734,52	Children, Learning & Skills	DSG (WS) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	5,476,252.00
PL-735	Children, Learning & Skills	DSG (BCN) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	731,655.00
PL-736	Children, Learning & Skills	DSG (CEY) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	680,555.00
PL-737	Children, Learning & Skills	DSG (CN) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	674,744.00
PL-738	Children, Learning & Skills	DSG (LN) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	685,232.00
PL-739	Children, Learning & Skills	DSG (SCN) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	888,154.00
PL-741	Children, Learning & Skills	DSG (PS) Notional distribution of School Budget Shares as per Schools Budget Planner	955,995.00
PL-745	Children, Learning & Skills	Resource Base Top Up July 19 Funding	113,505.00
PL-752	Children, Learning & Skills	Resource Base Top Up Funding	5,476,252.00
PL-765	Children, Learning & Skills	Reversing PL-703 Approved in Cabinet in September	1,726,328.00
PL-768	Children, Learning & Skills	Transfers Between Recharge codes	189,720.00
PL-777,868	Children, Learning & Skills	Behaviour Support Funding	205,350.00
PL-786	Children, Learning & Skills	DSG (SMS) Budget 2019/20 - Grant Allocation	3,292,449.00
PL-787	Children, Learning & Skills	DSG (OLPI) Budget 2019-20 - Notional distribution of School Budget Shares as per Schools Budget Planner	2,828,476.00
PL-795	Children, Learning & Skills	September 2019 High Needs Pupil Top Ups	150,118.00
PL-818	Children, Learning & Skills	October 2019 High Needs Pupil Top Ups	138,415.00
PL-827	Children, Learning & Skills	Pupil Premium Qtr 1 allocation - Correction	1,851,960.00
PL-828	Children, Learning & Skills	PE Grants - paid to schools in November 2019	125,826.00
PL-829	Children, Learning & Skills	Teacher's Pay Grants - paid to schools in November 2019	339,000.00
PL-830	Children, Learning & Skills	Teacher's Pension Employer Contribution Grants - paid to schools in Nov 19	953,539.00
PL-833	Children, Learning & Skills	November 2019 High Needs Pupil Top Ups	137,379.00
PL-836	Children, Learning & Skills	Growth fund - Apr - Aug 19 correction	282,404.00
PL-844	Children, Learning & Skills	November 2019 High Needs Pupil Top Ups Correction	134,412.00
PL-847	Children, Learning & Skills	Autumn Term Adjustment -Estimated Funding	192,885.28
PL-856	Children, Learning & Skills	Spec Top Up - December 2019	120,559.00
PL-866	Children, Learning & Skills	Spring Term Adjustment -Estimated Funding	242,362.57
PL-869	Children, Learning & Skills	Growth fund Sept 19-Mar 20	107,572.00
PL-876	Children, Learning & Skills	Mainstream Top Up - February 2020	102,386.00
PL-878	Children, Learning & Skills	Spec Top Up - February 2020	113,661.00
PL-890	Children, Learning & Skills	Mainstream Top Up - March 2020	130,693.00
PL-892	Children, Learning & Skills	Budget movement to correct Income codes	4,553,837.00
PL-927	Children, Learning & Skills	HNB Overheads budget allocation 19.20	180,000.00
PL-946	Children, Learning & Skills	Transfer to Schools S106 Reserve	763,880.00
PL-733	Finance & Resources	Customer Service B014 to B015 Finance	114,620.00
PL-955	Finance & Resources	Investment/ Ammortised Cost	647,750.00
PL-701	Place & Development	Repofiling of DSO and Environmental Services 2019-20 budgets	289,900.00
PL-822	Regeneration	Correction of Carryforward 2018-19 to correct Cost Centre	121,890.00

## 10. WRITE OFFS

10.1 Write offs totalling £137,846.57 have arisen over the past 3 months. Cabinet is requested to approve these write offs in accordance with the council's financial procedures rules. The Write Offs are detailed in the table below.



Reason	Council Tax	Housing Benefit	Sundry Debtors	Total
	£	£	£	£
Unable to trace / Absconded	13,244.56	5,772.71	1,715.91	<b>20,733.18</b>
Vulnerable Persons	50.88	438.81	0.00	<b>489.69</b>
Deceased	0.00	56,604.01	0.00	<b>56,604.01</b>
Statute Barred/Unable to Enforce	1,533.50	438.81	0.00	<b>1,972.31</b>
Bankruptcy	0.00	22,311.04	0.00	<b>22,311.04</b>
Instruction from Client	0.00	0.00	33,166.69	<b>33,166.69</b>
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	0.00	0.00	0.00	<b>0.00</b>
Misc. (incl uneconomical to pursue)	0.00	2,523.36	46.29	<b>2,569.65</b>
<b>Total</b>	<b>14,828.94</b>	<b>88,088.74</b>	<b>34,928.89</b>	<b>137,846.57</b>

## 11. CONCLUSION

- 11.1 There is no doubt that SBC is currently operating in a period of financial difficulty primarily due to the Covid 19 pressure and demand for increased services. The 2019-20 General Fund revenue provisional outturn for the Council is a slight surplus of £0.050 -(0.05% of the overall net revenue budget).
- 11.2 The forecast for the Council's Housing Revenue Account (HRA) is an overspend of £2.848m which will be met from the HRA reserves.
- 11.3 The Covid 19 financial situation is impacting with increased costs due to increased demand and lost opportunities to generate income. This will need to be monitored closely, acknowledging that the current estimates remain provisional as the full impacts of the virus are still emerging. If there are further increases in Covid 19 costs or pressures than outlined in the cabinet report of 18<sup>th</sup> May 2020 this will lead to the need to consider action to further curtail non-statutory spend.

## 12 Appendices Attached

- 'A' - General Fund Overall Forecast Position  
 'B' - General Fund Forecast Position Detailed  
 'C' - General Fund Savings Monitor Itemised Report

**APPENDIX A - GENERAL FUND REVENUE PROVISIONAL (YEAR END) POSITION 2019-20**

Directorate	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Q3 Dec. 2019 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
<b><u>Adult and Communities</u></b>					
Adult Social Care	34.536	36.440	1.904	1.417	0.487
Public Health	(1.088)	(1.096)	(0.008)	0.000	(0.008)
Communities and Leisure	6.354	5.181	(1.173)	(0.703)	(0.470)
Regulatory Services	0.465	0.882	0.417	0.224	0.193
<b>Total</b>	<b>40.267</b>	<b>41.407</b>	<b>1.140</b>	<b>0.938</b>	<b>0.202</b>
<b><u>Children, Learning and Skills</u></b>					
Directorate Services	1.205	1.268	0.063	(0.021)	0.084
Slough Childrens' Service Trust	27.906	27.906	0.000	1.152	(1.152)
Inclusion	0.585	0.803	0.218	0.211	0.007
Schools	3.331	4.318	0.987	1.067	(0.080)
Early Years and Prevention	2.048	1.599	(0.449)	(0.424)	(0.025)
<b>Sub-Total</b>	<b>35.075</b>	<b>35.894</b>	<b>0.819</b>	<b>1.985</b>	<b>(1.166)</b>
Dedicated Schools Grant (DSG)	5.313	5.313	0.000	0.000	0.000
<b>Total</b>	<b>40.388</b>	<b>41.207</b>	<b>0.819</b>	<b>1.985</b>	<b>(1.166)</b>
<b><u>Regeneration</u></b>					
Directorate Management Unit	0.655	0.522	(0.133)	0.000	(0.133)
Major Infrastructure	4.409	4.321	(0.088)	0.011	(0.099)
Planning & Transport	1.383	1.205	(0.178)	(0.443)	0.265
Parking	0.375	(0.090)	(0.465)	(0.246)	(0.219)
Regeneration Development	(7.611)	(7.289)	0.322	0.349	(0.027)
Regeneration Delivery	(1.387)	(1.484)	(0.097)	0.000	(0.097)
Economic Development	(0.170)	0.154	0.324	0.351	(0.027)
<b>Total</b>	<b>(2.346)</b>	<b>(2.661)</b>	<b>(0.315)</b>	<b>0.022</b>	<b>(0.337)</b>
<b><u>Place &amp; Development</u></b>					
Building Management	3.810	3.996	0.186	0.000	0.186
Housing (People) Services	1.756	2.589	0.833	1.043	(0.210)
Neighbourhood Services	1.363	0.997	(0.366)	(0.476)	0.110
Environmental Services	14.164	14.151	(0.013)	0.000	(0.013)
Direct Service Organisation (DSO)	(1.272)	(0.872)	0.400	0.600	(0.200)
<b>Total</b>	<b>19.821</b>	<b>20.861</b>	<b>1.040</b>	<b>1.167</b>	<b>(0.127)</b>
<b><u>Finance and Resources</u></b>					
Customer and Communications	0.462	0.356	(0.106)	0.000	(0.106)
Organisation Development and HR	1.890	1.788	(0.102)	0.000	(0.102)
Governance	1.064	2.013	0.949	0.709	0.240
Digital and Strategic IT	1.240	1.217	(0.023)	0.000	(0.023)
Corporate Resources	(4.410)	(6.245)	(1.835)	(1.150)	(0.685)
Transactional Services	7.579	7.382	(0.197)	0.000	(0.197)
Local Welfare Provision	0.275	0.331	0.056	0.000	0.056
Corporate and Departmental	(0.139)	(0.043)	0.096	0.000	0.096
<b>Total</b>	<b>7.961</b>	<b>6.799</b>	<b>(1.162)</b>	<b>(0.441)</b>	<b>(0.721)</b>
<b><u>Chief Executive Office</u></b>					
Executive's Office	0.334	0.320	(0.014)	0.023	(0.037)
Strategy and Performance	0.629	0.689	0.060	0.000	0.060
<b>Total</b>	<b>0.963</b>	<b>1.009</b>	<b>0.046</b>	<b>0.023</b>	<b>0.023</b>
<b>GRAND TOTAL</b>	<b>107.054</b>	<b>108.622</b>	<b>1.568</b>	<b>3.694</b>	<b>(2.126)</b>

<b>% of revenue budget over/(under)</b>	<b>1.46%</b>
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<b><u>Non Service Areas</u></b>					
Treasury Management	2.821	1.106	(1.715)	(1.440)	(0.275)
Other Non-Service Items	(1.197)	(1.167)	0.030	0.000	0.030
Parish Precepts	0.103	0.170	0.067	0.000	0.067
<b>Total</b>	<b>1.727</b>	<b>0.109</b>	<b>(1.618)</b>	<b>(1.440)</b>	<b>(0.178)</b>

<b>GRAND TOTAL</b>	<b>108.781</b>	<b>108.731</b>	<b>(0.050)</b>	<b>2.254</b>	<b>(2.304)</b>
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<b><u>Sources of Finance</u></b>					
Business Rates and other sources	0.000	0.000	0.000	0.000	0.000
	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

<b>Overall Position</b>	<b>108.781</b>	<b>108.731</b>	<b>(0.050)</b>	<b>2.254</b>	<b>(2.304)</b>
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<b>% of budget over/(under)</b>	<b>-0.05%</b>
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## Appendix B General Fund Provisional Year End Position

### 1. Adults & Communities - Adult Social Care

The overall overspend in Adult Social Care is £1.904m, which is 5.51% of its budget £34.536m. The overspend is offset by additional monies from Better Care Fund (BCF). The winter pressures grant of £0.515m is not offset directly in the code hence the movement from quarter 3 causing an adverse variance.

There have been increases both in the numbers of clients being accepted for care as well as the length of time some clients are spending in receipt of care services.

<b>ADULTS &amp; COMMUNITIES - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b>ADULT SOCIAL CARE</b>					
Service	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Safeguarding and Governance	0.463	0.387	(0.076)	0.004	(0.080)
ASC Management	(2.059)	(1.867)	0.192	(0.030)	0.222
Directly Provided Services	2.241	2.081	(0.160)	0.003	(0.164)
Mental Health Services	4.321	4.911	0.590	0.248	0.342
Learning Disability Services	10.205	11.473	1.268	0.956	0.312
North Locality	4.705	5.983	1.278	(1.183)	2.461
South Locality	4.086	4.735	0.649	1.806	(1.157)
East Locality	5.982	6.959	0.977	(0.887)	1.864
Reablement	1.309	0.684	(0.625)	5.738	(6.363)
Care Group Commissioning	3.282	1.094	(2.188)	(2.424)	0.236
<b>Sub Total before Planned in Year Savings</b>	<b>34.536</b>	<b>36.440</b>	<b>1.904</b>	<b>4.231</b>	<b>(2.327)</b>
<b>Planned in year savings</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(2.814)</b>	<b>2.814</b>
<b>Sub Total</b>	<b>34.536</b>	<b>36.440</b>	<b>1.904</b>	<b>1.417</b>	<b>0.487</b>

### 2. Adults & Communities - Public Health

The Net budget for public health is £1.088m of which nearly £4.400m is attributed to specific projects. The income received from the public health grant is £7.363m and a further income of £0.230 is received from other local authorities and the Better Care Fund. There was a underspend of £0.440m which has been moved to an earmarked reserve for use in future years.

<b>ADULTS &amp; COMMUNITIES - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b>PUBLIC HEALTH</b>					
Service	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
<b>Public Health</b>					
Staffing	0.542	0.580	0.038	0.000	0.038
Project Work	4.444	4.700	0.256	0.000	0.256
Internal Recharges	1.486	1.180	(0.306)	0.000	(0.306)
Other Services	0.034	0.029	(0.005)	0.000	(0.005)
Income	(7.593)	(7.585)	0.008	0.000	0.008
<b>Sub Total</b>	<b>(1.088)</b>	<b>(1.096)</b>	<b>(0.008)</b>	<b>0.000</b>	<b>(0.008)</b>

### 3. Adults & Communities - Communities

The provisional outturn for communities & skills is an underspend of £1.173m. The position has improved from Q3 reported position by £0.470m due to improved income and reduced spend in projects.

The provisional outturn for regulatory services is an overspend of £0.417m an increase from quarter 3 of £0.193m. The variance is mainly due to loss of income in Crematorium £0.070m and Licensing £0.060m and additional increased maintenance costs in CCTV £0.033m and increase costs of Coroners Service £0.030m

<b>ADULTS &amp; COMMUNITIES - PROVISIONAL (YEAR END) POSITION 2019-20 COMMUNITIES</b>					
Service	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
<b>Communities</b>					
Community and Skills	6.354	5.181	(1.173)	(0.703)	(0.470)
Regulatory Services	0.465	0.882	0.417	0.224	0.193
<b>Sub Total</b>	<b>6.819</b>	<b>6.063</b>	<b>(0.756)</b>	<b>(0.479)</b>	<b>(0.277)</b>

### 4. Regeneration - Directorate Management Unit

This service will close with a provisional variance of £0.133 underspend, due to vacant posts.

<b>REGENERATION - PROVISIONAL (YEAR END) POSITION 2019-20 DIRECTORATE MANAGEMENT UNIT</b>					
Service - Directorate Management Unit	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Directorate Management Unit	0.655	0.522	(0.133)	0.000	(0.133)
<b>TOTAL</b>	<b>0.655</b>	<b>0.522</b>	<b>(0.133)</b>	<b>0.000</b>	<b>(0.133)</b>

### 5. Regeneration - Major Infrastructure

The Major Infrastructure service is showing a provisional £0.088m underspend.

The main variances are due to forecast overspends in Community Transport and Street Lighting. These are partially offset by projected underspends in Transport and Highways.

- **Highways and Transportation Consultancies** – A provisional overspend of £0.374m due to additional work required from consultants not previously anticipated.
- **Transport & Highways** – an underspend of £0.387m due to additional recharges from capital due to the level of capital works being undertaken.
- **Street Lighting** – an overspend of £0.133m. This is due to expenditure pressures in this team within maintenance costs.

- **Community Transport** – is likely to overspend by £ 0.115m as a result of additional staff costs, higher leasing costs and lower income than budget.

<b>REGENERATION - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b><u>MAJOR INFRASTRUCTURE</u></b>					
<b>Service - Major Infrastructure</b>	<b>Revised Annual Budget</b>	<b>Provisional (Year End) Position 31.03.2020</b>	<b>Full Year Variance</b>	<b>Last Variance December 2019 Q3</b>	<b>Change (Dec. 2019 Q3 &amp; Provisional 31.03.20)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Heathrow Strategic Planning Group	0.000	0.000	0.000	0.000	0.000
Planning Development Fund	0.000	0.000	0.000	0.000	0.000
Highways & Transportation Consultancies	0.485	0.859	0.374	0.263	0.111
Transport and Highways	0.580	0.193	(0.387)	(0.301)	(0.086)
Environmental Quality	0.249	0.212	(0.037)	0.007	(0.044)
Fleet Challenge	0.045	0.023	(0.022)	0.000	(0.022)
Highways / Roads (Structural)	0.088	0.082	(0.006)	(0.017)	0.011
Street Lighting	0.356	0.489	0.133	0.165	(0.032)
Air Quality Sensor Project	0.000	0.000	0.000	0.000	0.000
Traffic Management & Road Safety	0.399	0.380	(0.019)	(0.019)	0.000
Access Fund	0.000	0.030	0.030	0.000	0.030
Public Transport	2.186	1.948	(0.238)	(0.168)	(0.070)
Fleet Management	0.023	(0.008)	(0.031)	(0.029)	(0.002)
Community Transport	(0.002)	0.113	0.115	0.110	0.005
<b>TOTAL</b>	<b>4.409</b>	<b>4.321</b>	<b>(0.088)</b>	<b>0.011</b>	<b>(0.099)</b>

#### 6. **Regeneration - Planning & Transport**

The Planning and Transport service has a provisional underspend of £0.178m an adverse position from quarter 3 of £0.265m and is summarised in the table below.

<b>REGENERATION - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b><u>PLANNING &amp; TRANSPORT</u></b>					
<b>Service - Planning &amp; Transport</b>	<b>Revised Annual Budget</b>	<b>Provisional (Year End) Position 31.03.2020</b>	<b>Full Year Variance</b>	<b>Last Variance December 2019 Q3</b>	<b>Change (Dec. 2019 Q3 &amp; Provisional 31.03.20)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Local Land Charges	(0.068)	(0.053)	0.015	0.012	0.003
Bus Lane Enforcement	(0.350)	(0.632)	(0.282)	(0.422)	0.140
Highways	0.144	0.107	(0.037)	(0.053)	0.016
Planning Policy	0.343	0.329	(0.014)	0.020	(0.034)
Building Control	0.092	0.121	0.029	(0.006)	0.035
Development Management	0.213	0.307	0.094	0.022	0.072
Highways / Roads (Routine)	0.941	0.968	0.027	0.000	0.027
Land Drainage	0.159	0.162	0.003	(0.023)	0.026
Street works and Permits	(0.091)	(0.104)	(0.013)	0.007	(0.020)
<b>TOTAL</b>	<b>1.383</b>	<b>1.205</b>	<b>(0.178)</b>	<b>(0.443)</b>	<b>0.265</b>

The underspend mainly arises within Bus Lane Enforcement, the average number of tickets issued are much lower than estimated. Any funds generated due to bus lane cameras must be used to reinvest within SBC's transport and highways functions.

## 7. Regeneration - Parking

The Parking service has an improved provisional position, underspend of - £0.465. This is summarised below:

<b>REGENERATION - PROVISIONAL (YEAR END) POSITION 2019-20 PARKING</b>					
Service – Parking	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Car Parks	0.293	0.246	(0.047)	(0.045)	(0.002)
On- Street Parking Account	0.316	0.070	(0.246)	(0.070)	(0.176)
Parking Development	0.051	0.070	0.019	0.000	0.019
Car Parks-Ground Level Pay	(0.287)	(0.417)	(0.130)	(0.083)	(0.047)
Car Parks-Hatfield Multi Storey	0.104	0.141	0.037	0.049	(0.012)
Car Parks-Ground Level Free	0.023	0.010	(0.013)	(0.012)	(0.001)
Car Parks-Herschel Multi Story	(0.125)	(0.210)	(0.085)	(0.085)	0.000
<b>TOTAL</b>	<b>0.375</b>	<b>(0.090)</b>	<b>(0.465)</b>	<b>(0.246)</b>	<b>(0.219)</b>

## 8. Regeneration - Regeneration Development

Currently Regeneration Development will close with a provisional overspend of £0.322m. The main reasons are additional costs within Asset Management but additional income through acquisitions has reduced

<b>REGENERATION - PROVISIONAL (YEAR END) POSITION 2019-20 REGENERATION DEVELOPMENT</b>					
Service - Regeneration Development	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Strategic Acquisition Board	(5.605)	(5.155)	0.450	0.444	0.006
Slough Housing Company	0.000	0.000	0.000	0.000	0.000
Asset Management	(0.317)	(0.395)	(0.078)	(0.065)	(0.013)
Commercial Properties	(1.558)	(1.476)	0.082	0.029	0.053
Age Concern	0.078	0.078	0.000	0.000	0.000
Capital Disposal & Feasibility Studies	(0.214)	(0.378)	(0.164)	(0.075)	(0.089)
Bus Station	0.042	0.068	0.026	0.011	0.015
Property Management	(0.037)	(0.031)	0.006	0.005	0.001
<b>TOTAL</b>	<b>(7.611)</b>	<b>(7.289)</b>	<b>0.322</b>	<b>0.349</b>	<b>(0.027)</b>

## 9. Regeneration - Regeneration Delivery

This service has an improved position of £0.097m underspend mainly due to capitalisation of costs due to increased capital project work.

<b>REGENERATION - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b>REGENERATION DELIVERY</b>					
Service - Regeneration Delivery	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Property Services	(1.387)	(1.484)	(0.097)	0.000	(0.097)
<b>TOTAL</b>	<b>(1.387)</b>	<b>(1.484)</b>	<b>(0.097)</b>	<b>0.000</b>	<b>(0.097)</b>

10. **Regeneration - Economic Development**

This service has an overspend of £0.324m. Officers have started embedding income generating projects within the service; however they do not anticipate achieving a full year effect until future years. The latest summary for this service area is shown below:

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>ECONOMIC DEVELOPMENT</b>					
Service - Economic Development	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Economic Development	(0.170)	0.154	0.324	0.351	(0.027)
<b>TOTAL</b>	<b>(0.170)</b>	<b>0.154</b>	<b>0.324</b>	<b>0.351</b>	<b>(0.027)</b>

11. **Place & Development - Building Management**

Building Management is currently showing an overspend of £0.186m. This is mainly due to increased facilities costs within community centres and operational running costs for central buildings.

<b>PLACE &amp; DEVELOPMENT - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b>BUILDING MANAGEMENT</b>					
Service - Building Management	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
ASC buildings	0.171	0.203	0.032	0.019	0.013
Central functions	2.219	2.302	0.083	(0.027)	0.110
Children Centres and Libraries	0.685	0.703	0.018	0.004	0.014
Community Centres and Hubs	0.532	0.685	0.153	0.111	0.042
Parks	0.203	0.103	(0.100)	(0.107)	0.007
Utilities holding codes	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>3.810</b>	<b>3.996</b>	<b>0.186</b>	<b>(0.000)</b>	<b>0.186</b>

12. **Place & Development - Strategic Housing Services**

This service area has a provisional overspend of £0.833m. This an improved variance in comparison to quarter 3 of £0.210 The overspend on the Temporary Accommodation service area of £0.972 (£1.200m last Quarter) and Home improvements of £0.158m. The latest position for Strategic Housing Services is summarised below:

<b>PLACE &amp; DEVELOPMENT - PROVISIONAL (YEAR END) POSITION 2019-20 HOUSING (PEOPLE) SERVICES</b>					
<b>Service - Housing (People) Services</b>	<b>Revised Annual Budget</b>	<b>Provisional (Year End) Position 31.03.2020</b>	<b>Full Year Variance</b>	<b>Last Variance December 2019 Q3</b>	<b>Change (Dec. 2019 Q3 &amp; Provisional 31.03.20)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Housing Development	0.019	(0.010)	(0.029)	0.000	(0.029)
Housing Allocations	0.145	0.146	0.001	0.000	0.001
JEH - Pandeen Court	0.000	0.000	0.000	0.000	0.000
JEH- 81 - 83 High Street	0.000	0.000	0.000	0.000	0.000
Housing Revenues and Reviews	0.140	0.154	0.014	0.001	0.013
Temporary Accommodation	0.110	1.082	0.972	1.200	(0.228)
JEH LTD-General Admin	0.000	0.000	0.000	0.000	0.000
Housing Advice and Homelessness	0.638	0.635	(0.003)	0.038	(0.041)
Customer and Business Support	0.153	0.095	(0.058)	(0.038)	(0.020)
JEH-Herschel Street	0.000	0.000	0.000	0.000	0.000
Home Improvements	(0.111)	0.047	0.158	0.160	(0.002)
JEH-Broad Oak	0.000	0.009	0.009	0.000	0.009
MHCLG RSI Grant	0.000	0.000	0.000	0.000	0.000
Housing Demand Grants	0.000	0.000	0.000	0.000	0.000
Social Lettings	0.483	0.240	(0.243)	(0.318)	0.075
Strategic Housing	0.179	0.191	0.012	0.000	0.012
<b>TOTAL</b>	<b>1.756</b>	<b>2.589</b>	<b>0.833</b>	<b>1.043</b>	<b>(0.210)</b>

- **Temporary Accommodation (TA)** is overspending by £0.972m due to the numbers being accommodated. The latest monthly projections show a small increase in numbers. The projections reflect this approximation for the year end. The increase in homelessness numbers in comparison to previous years places pressure on the unit price being paid for some accommodation such as nightly lets.
- **Actions to mitigate** James Elliman Homes Ltd. has been created that will potentially provide extra units for temporary accommodation in the future. The government has also provided Flexible Homeless Grants to assist with the crisis. The Medium Term Financial Strategy currently includes additional growth for Temporary Accommodation from 2019-20.
- **Home Improvements (HIA)** The HIA has a budgeted income level that cannot be achieved based on its current levels of funding and capacity.

### 13. **Place & Development - Neighbourhood Services**

The Neighbourhood Services service area has a provisional outturn underspend of £0.366. this is mainly due to the income generated within the HMO Licencing team.

The table below shows the latest position:



<b>PLACE &amp; DEVELOPMENT - PROVISIONAL (YEAR END) POSITION 2019-20 NEIGHBOURHOOD SERVICES</b>					
<b>Service - Neighbourhood Services</b>	<b>Revised Annual Budget</b>	<b>Provisional (Year End) Position 31.03.2020</b>	<b>Full Year Variance</b>	<b>Last Variance December 2019 Q3</b>	<b>Change (Dec. 2019 Q3 &amp; Provisional 31.03.20)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Caravan Parks	(0.085)	(0.093)	(0.008)	0.000	(0.008)
Enforcement	0.438	0.484	0.046	0.000	0.046
HMO Licencing	(0.100)	(0.502)	(0.402)	(0.483)	0.081
Net Team North	0.219	0.208	(0.011)	0.002	(0.013)
Net Team South	0.174	0.163	(0.011)	0.002	(0.013)
Net Team East	0.225	0.196	(0.029)	(0.001)	(0.028)
Neighbourhoods Resilience & Enforcement	0.492	0.541	0.049	0.004	0.045
<b>TOTAL</b>	<b>1.363</b>	<b>0.997</b>	<b>(0.366)</b>	<b>(0.476)</b>	<b>0.110</b>

14. **Place & Development - Environment Services**

The Environment service has a small underspend of £0.013m. The service is summarised in the table below;

<b>PLACE &amp; DEVELOPMENT - PROVISIONAL (YEAR END) POSITION 2019-20 ENVIRONMENTAL SERVICES</b>					
<b>Service - Environmental Services</b>	<b>Revised Annual Budget</b>	<b>Provisional (Year End) Position 31.03.2020</b>	<b>Full Year Variance</b>	<b>Last Variance December 2019 Q3</b>	<b>Change (Dec. 2019 Q3 &amp; Provisional 31.03.20)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Waste Management	5.310	5.280	(0.030)	0.000	(0.030)
Chalvey Transfer Station	1.483	1.483	0.000	0.000	0.000
Cleansing	2.042	2.035	(0.007)	0.000	(0.007)
Public Conveniences	0.000	0.000	0.000	0.000	0.000
Domestic Refuse	4.360	4.360	0.000	0.000	0.000
Grounds Maintenance	0.953	0.989	0.036	0.000	0.036
Waste & Environment	0.016	0.004	(0.012)	0.000	(0.012)
<b>TOTAL</b>	<b>14.164</b>	<b>14.151</b>	<b>(0.013)</b>	<b>0.000</b>	<b>(0.013)</b>

15. **Place & Development - DSO**

The DSO services have a provisional overspend of £0.400m at the year end due to delayed commencement of Highways Major Infrastructure Projects contributing to a lower than budgeted income from the projects.

The table below shows the latest position:

<b>PLACE &amp; DEVELOPMENT - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b>DSO</b>					
Service - Direct Service Organisation (DSO)	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Waste & Cleansing Refuse	(1.217)	(1.770)	(0.553)	0.000	(0.553)
Waste & Cleansing Streets	(0.617)	(0.641)	(0.024)	0.000	(0.024)
Waste & Cleansing Transfer	(0.892)	(1.065)	(0.173)	0.000	(0.173)
Grounds-Grounds Maintenance	0.650	0.231	(0.419)	0.000	(0.419)
Grounds-Grounds Schemes	0.000	0.119	0.119	0.000	0.119
Highways-Highways Maintenance	(1.208)	(0.157)	1.051	0.600	0.451
General-Admin	2.012	2.411	0.399	0.000	0.399
<b>TOTAL</b>	<b>(1.272)</b>	<b>(0.872)</b>	<b>0.400</b>	<b>0.600</b>	<b>(0.200)</b>

16. **Finance & Resources - Customer & Communications**

This area has a provisional outturn position of £0.106 underspend. Most of this underspend is within the printing service as during the financial year there was more efficient use of printing devices.

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b>CUSTOMER &amp; COMMUNICATIONS</b>					
Service - Customer & Communications	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Information Governance	0.079	0.085	0.006	0.000	0.006
Media & Communications	0.423	0.422	(0.001)	0.000	(0.001)
Events	0.003	(0.001)	(0.004)	0.000	(0.004)
Fireworks	0.011	0.026	0.015	0.000	0.015
Printing	(0.054)	(0.176)	(0.122)	0.000	(0.122)
<b>TOTAL</b>	<b>0.462</b>	<b>0.356</b>	<b>(0.106)</b>	<b>0.000</b>	<b>(0.106)</b>

17. **Finance & Resources - Organisation Development & Human Resources (OD&HR)**

The OD&HR service has a provisional outturn of £0.102 underspend. Projected. This is summarised in the table below.

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20</b>					
<b>ORGANISATION DEVELOPMENT &amp; HR</b>					
Service - Organisation Development & HR (OD&HR)	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Human Resources	0.950	1.007	0.057	0.000	0.057
Health and Safety	0.212	0.306	0.094	0.019	0.075
Training	0.516	0.299	(0.217)	0.000	(0.217)
Emergency Planning	0.183	0.135	(0.048)	(0.032)	(0.016)
Union Work	0.029	0.041	0.012	0.013	(0.001)
The Slough Academy Project	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.890</b>	<b>1.788</b>	<b>(0.102)</b>	<b>0.000</b>	<b>(0.102)</b>

The reasons for this variance are:

- **Health and Safety** –overspend by £0.094m as a result of a recharge income target that will not be fully realised;
- **Training** –underspent by £0.217m due to reduced spend within the service
- **Emergency Planning** –underspent by £0.048m due to a vacant post and an underspend on joint arrangements;

18. **Finance & Resources - Governance**

The budgets within the Governance service have a provisional overspend of £0.949m. This is summarised in the table below with further details following:

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20 GOVERNANCE</b>					
<b>Service - Governance</b>	<b>Revised Annual Budget</b>	<b>Provisional (Year End) Position 31.03.2020</b>	<b>Full Year Variance</b>	<b>Last Variance December 2019 Q3</b>	<b>Change (Dec. 2019 Q3 &amp; Provisional 31.03.20)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Law & Corporate Governance	(0.020)	0.311	0.331	0.183	0.148
Corporate Procurement	(0.271)	0.149	0.420	0.378	0.042
Committees Services	0.807	0.835	0.028	0.018	0.010
Elections	0.230	0.401	0.171	0.099	0.072
Electoral Registration	0.087	0.089	0.002	0.035	(0.033)
Mayoralty/Civic	0.096	0.104	0.008	0.001	0.007
Group Support	0.135	0.124	(0.011)	(0.005)	(0.006)
<b>TOTAL</b>	<b>1.064</b>	<b>2.013</b>	<b>0.949</b>	<b>0.709</b>	<b>0.240</b>

The reasons for this variance are:

- **Law and Corporate Governance** - an overspend by £0.331m, this is caused by unbudgeted additional HB Law charges and the Parish Council court case and reduction in recharge to the HRA.
- **Corporate Procurement** –an overspend of £0.420m in the Procurement Team due to savings targets recommissioning of major contracts that will not be achieved;
- **Election Service** - projects to overspend by £0.171m due to a shortfall in actual against planned income.

19. **Finance & Resources - Digital & Strategic IT**

This service has a small favourable variance. The summary for this Service Area is reported in the table below.

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20 DIGITAL &amp; STRATEGIC IT</b>					
Service - Digital & Strategic IT	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
IS & IT	0.837	0.941	0.104	0.000	0.104
Systems Support & Development	0.192	0.124	(0.068)	0.000	(0.068)
Information Governance-FOI	0.079	0.056	(0.023)	0.000	(0.023)
Social Care System Support and Dev.	0.132	0.096	(0.036)	0.000	(0.036)
<b>TOTAL</b>	<b>1.240</b>	<b>1.217</b>	<b>(0.023)</b>	<b>0.000</b>	<b>(0.023)</b>

20. **Finance & Resources - Corporate Resources**

This Service Area has a provisional underspend of £1.835m. This is summarised in the table below the main improvement is within corporate finance/Finance Misc. due to increased income and unwind of provisions no longer required.

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20 CORPORATE RESOURCES</b>					
Service - Corporate Resources	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Finance Miscellaneous	0.220	(1.463)	(1.683)	0.012	(1.695)
Corporate Finance	(5.190)	(5.434)	(0.244)	(1.150)	0.906
Insurance and Risk	0.297	0.325	0.028	0.003	0.025
Internal Audit	0.190	0.176	(0.014)	0.000	(0.014)
Investigations Unit	(0.134)	0.002	0.136	0.042	0.094
Care Leavers & Council Tax	0.075	0.002	(0.073)	(0.057)	(0.016)
Finance & Resources	0.132	0.147	0.015	0.000	0.015
<b>TOTAL</b>	<b>(4.410)</b>	<b>(6.245)</b>	<b>(1.835)</b>	<b>(1.150)</b>	<b>(0.685)</b>

21. **Finance & Resources - Transactional Services**

Transactional Services has an underspend of £0.197m. The latest position is shown below:

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20 TRANSACTIONAL SERVICES</b>					
Service - Transactional Services	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Transactional Services	7.579	7.382	(0.197)	0.000	(0.197)
<b>TOTAL</b>	<b>7.579</b>	<b>7.382</b>	<b>(0.197)</b>	<b>0.000</b>	<b>(0.197)</b>

22. **Finance & Resources – Local Welfare Provision**

The latest position is shown below:

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20 LOCAL WELFARE PROVISION</b>					
Service - Local Welfare Provision	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Local Welfare Provision	0.275	0.331	0.056	0.000	0.056
<b>TOTAL</b>	<b>0.275</b>	<b>0.331</b>	<b>0.056</b>	<b>0.000</b>	<b>0.056</b>

23. **Finance & Resources - Corporate & Departmental Services**

The latest position is shown below, with an increased variance within benefits:

<b>FINANCE &amp; RESOURCES - PROVISIONAL (YEAR END) POSITION 2019-20 CORPORATE &amp; DEPARTMENTAL SERVICES</b>					
Service - Corporate & Departmental Services	Revised Annual Budget	Provisional (Year End) Position 31.03.2020	Full Year Variance	Last Variance December 2019 Q3	Change (Dec. 2019 Q3 & Provisional 31.03.20)
	£'M	£'M	£'M	£'M	£'M
Corporate Democratic Core	(0.205)	(0.228)	(0.023)	0.000	(0.023)
Pensions	0.478	0.395	(0.083)	0.000	(0.083)
Benefits Paid & Subsidies	(0.411)	(0.256)	0.155	0.000	0.155
Holding Codes	(0.001)	0.046	0.047	0.000	0.047
<b>TOTAL</b>	<b>(0.139)</b>	<b>(0.043)</b>	<b>0.096</b>	<b>0.000</b>	<b>0.096</b>

## SAVINGS MONITOR 2019-20

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
A&C	Adult Social Care	A01D		150	150	0	0	Recover appropriate costs from Better Care Fund	GREEN	Identifying further areas to be charged to BCF	Accounting
A&C	Adult Social Care	A03F		77	0	0	77	Support move to more supported living (LD Residential)	RED	Plans in Progress	Strategic Review
A&C	Adult Social Care	A01D		50	50	0	0	Review Provider Services and Personalisation opportunities	GREEN		Strategic Review
A&C	Public Health	A01D		79	79	0	0	Utilise Public Health Funds for Active Slough	GREEN		Accounting
A&C	Adult Social Care	A01M	TF	100	100	0	0	Mental Health - Extension of Hope House Services	GREEN		Efficiency
A&C	Adult Social Care	A03C		100	100	0	0	Recommission floating support services	GREEN		Commercial
A&C	Adult Social Care	A05C		40	40	0	0	No appointment to commissioning team QA manager post	GREEN		Staffing
A&C	Communities and Leisure	C025		184	184	0	0	Leisure Services - Leisure Contract Management savings	GREEN		Commercial
A&C	Adult Social Care	C001/C025/C402/F002/F217		125	125	0	0	Leisure Restructuring	GREEN		Staffing
<b>Total</b>	<b>Adult &amp; Communities</b>			<b>905</b>	<b>828</b>	<b>0</b>	<b>77</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
CLS	Children, Learning & Skills	F137/M01A	TF	170	170	0	0	Directorate Management Restructure	GREEN	Achieved	Staffing
<b>Total</b>	<b>Children, Learning &amp; Skills</b>			<b>170</b>	<b>170</b>	<b>0</b>	<b>0</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
Regen	Regeneration Delivery	B071		500	500	0	0	Property Management Team (Delivery & PM Fee )	GREEN		Accounting
Regen	Regeneration Development	B081		750	450	0	0	Asset Management Team - 1% Charge on Purchases and Disposals	GREEN	This saving is being met as combination of 1% charge and other income streams below	Accounting
Regen	Regeneration Development	B079		1,650	1,950	0	0	Commercial Rental Income via Strategic Acquisition Board	GREEN	£27m Capital Investment Required	Commercial
Regen	Regeneration Development	B082		1,000	1,000	0	0	ESFA - One off funding for school on TVU site	GREEN		Commercial
Regen	Regeneration Development	B079		200	200	0	0	Regeneration - income generation target	GREEN		Commercial
Regen	Major Infrastructure	D105		200	200	0	0	Sponsorship of Town Centre Assets/Advertising	GREEN		Commercial
Regen	Planning & Transport	D224		19	19	0	0	Planning- increased income from discretionary work and pre-applications	GREEN		Commercial
Regen	Planning & Transport	D010	TF	350	350	0	0	Bus Lane Cameras	GREEN		Income
Regen	Planning & Transport	D152		100	100	0	0	Income from Car Park on TVU	GREEN		Income
<b>Total</b>	<b>Regeneration</b>			<b>4,769</b>	<b>4,769</b>	<b>0</b>	<b>0</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
P&D	Building Management	B060		15	15	0	0	Maximise use of office space and FM Contracts Review	GREEN		Efficiency
P&D	Housing	H221	TF	100	100	0	0	Housing Regulations Team - Business Development Manager	GREEN		Efficiency
P&D	Housing	H218	TF	100	100	0	0	Private Sector Acquisition Team (Housing)	GREEN		Efficiency
P&D	Housing	H218		165	165	0	0	Housing Services - Efficiencies	GREEN		Efficiency
P&D	Housing	H218	TF	200	200	0	0	Impact of James Elliman Homes	GREEN		Commercial
P&D	Environmental Services	D880		100	100	0	0	Environmental services - work for other local authorities (Line Painting etc.)	GREEN		Commercial
P&D	DSO	D880	TF	1,200	600	0	600	DSO - Fees on Total Highways Capital Programme	AMBER		Commercial
P&D	DSO	D880		50	50	0	0	DSO Traded Services	GREEN		Commercial
<b>Total</b>	<b>Place &amp; Development</b>			<b>1,930</b>	<b>1,330</b>	<b>0</b>	<b>600</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
F&R	Customer & Comms	(50:50 split) B014 & B039		250	250	0	0	Reduction in Transactional Services contract charge following review of IT contract novation	GREEN		Commercial
F&R	Finance	B015		500	500	0	0	Recover appropriate costs following review of HRA recharges	GREEN		Accounting
F&R	Finance	B018		130	130	0	0	Insurance contract	GREEN		Efficiency
F&R	Finance	B015		50	50	0	0	Housekeeping savings	GREEN		Efficiency
F&R	Finance	B007		35	35	0	0	Audit fee reductions	GREEN		Efficiency
F&R	Finance	B015	TF	400	400	0	0	Increased income from Council Tax and NNDR Collection	GREEN		Income
F&R	Finance	H009	TF	100	100	0	0	Counter-Fraud Invest to Save	GREEN		Income
F&R	Finance	B015	TF	500	0	0	500	Slough Academy - Reduce Agency Spend	RED	Discussions in progress in order to confirm probable rating	Staffing
F&R	Finance	B015	TF	290	290	0	0	Electric Vehicle Initiatives	GREEN	The consultation on mileage is approved to begin next year.	Staffing
F&R	Governance	B146	TF	500	0	0	500	Recommissioning and reviews of major commercial contracts	RED		Commercial
F&R	Governance	B096		15	15	0	0	Legal Subscriptions	GREEN		Efficiency
F&R	Governance	B096		100	100	0	0	Mobile Telephony	GREEN		Efficiency
F&R	Governance	B096	TF	1,000	0	1,000	0	3rd & 4th Tier Restructures & Administration Review	GREEN	Through restructure in 2020-21	Staffing
F&R	People	B348		65	65	0	0	Reduction in TMP advertising contract price	GREEN		Commercial
F&R	People	B329		25	25	0	0	Reduction in Emergency Planning/Business Continuity Staffing Budget (Unfilled Post)	GREEN		Efficiency
<b>Total</b>	<b>Finance &amp; Resources</b>			<b>3,960</b>	<b>1,960</b>	<b>1,000</b>	<b>1,000</b>				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
Non Service Items Treasury	Treasury	L506		750	750	0	0	Minimum Revenue Provision Adjustment	GREEN	met through additional capitalisation not directly MRP	Accounting
Non Service Items Treasury	Treasury	L501		340	340	0	0	Wexham - Additional interest following delayed return of Capital	GREEN	met through additional investments and interest not directly Wexham	Commercial
Non Service Items Treasury	Treasury	L502		50	50	0	0	Increased income from Treasury Management	GREEN		Commercial
<b>Total</b>	<b>Treasury Finance &amp; Resources</b>			<b>1,140</b>	<b>1,140</b>	<b>0</b>	<b>0</b>				



<b>RAG LEGEND</b>	
<b>GREEN</b>	Delivered or on track to be delivered in full
<b>AMBER</b>	Majority delivery of savings expected
<b>RED</b>	Will not be implemented or likely to be not be implemented

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> June 2020

**CONTACT OFFICER:** Barry Stratfull: Service Lead Finance (Deputy Section 151)  
**(For all enquiries)** (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Cllr. Akram, Cabinet Member for Governance and Customer Services

**PART I**  
**KEY DECISION****CAPITAL MONITORING REPORT AT 31st MARCH 2020****1 Purpose of Report**

To provide a summary of spend against capital budgets for the 2019-20 financial year, as at the end of March 2020 on a consolidated and directorate basis and to set out in detail the 2020-21 capital programme..

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

Cabinet is requested to note the report and to approve the revised 2020-21 budget as set out in Appendix C and D of the report.

**3 The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan****3.1. Slough Joint Wellbeing Strategy Priorities And Five Year Plan Outcomes**

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of good governance within the Council to ensure that it is efficient, effective and economic in everything it does achieve through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

**4 Other Implications**

(a) Financial: As detailed within the report.

(b) Risk Management

<b>Recommendation from section 2 above</b>	<b>Risks/Threats/ Opportunities</b>	<b>Current Controls</b>	<b>Using the Risk Management Matrix Score the risk</b>	<b>Future Controls</b>
The Cabinet is requested to note the report and Capital Expenditure of £170.599m against an approved budget of £171.119m. This represents 99.7% of the approved budget being spent.	The Capital strategy should be both affordable and Prudent The 2019-20 capital Programme has been part funded by an extra £110.520m in borrowing. Extra interest costs can impact on future revenue budgets. If interest rates rise faster than expected interest payable costs could impact on revenue budgets going forward.	The council will work with its Treasury advisors in order to mitigate interest rate risk and ensure long term borrowing decisions are taken at the most advantageous time.	9-	The Council constantly reviews its exposure to Temporary Borrowing and converts amounts to Longer Term Borrowing when it is deemed prudent and cost effective to do so.

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	none
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None

Timetable for delivery – capital programme delivered under the 80% mark	Monthly review at Capital Monitoring Group, Monthly at Strategic Finance Board and quarterly review by Cabinet.	Ability to increase the deliver of capital schemes
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

No specific legal implications arising from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, if required, for projects contained within the Capital Strategy

**5. Consolidated Capital Budgets 2018-19**

	19-20 approved budget	Adjustment	Re-profile	19-20 revised budget	Actual to March 2020	Variance	Overspend /Underspend
Directorate	£000s	£000s	£000s	£000s	£000s	£000s	%
Children's, Learning & Skills Services	30,319	75	(10,580)	19,814	17,411	2,403	(12%)
Places & Development	17,419	4,542	(6,645)	15,316	16,670	(1,354)	9%
Finance & Resources	5,210	1,070	0	6,280	3,658	2,622	(42%)
Adults & Communities	10,586	589	(2,066)	9,109	4,242	4,867	(53%)
Regeneration	105,920	144	(20,098)	85,966	98,166	(12,200)	14%
Housing Revenue Account	18,289		(39)	18,250	13,522	4,728	(26%)
Affordable Housing	24,384		(8,000)	16,384	16,930	(546)	3%
<b>Total</b>	<b>212,127</b>	<b>6,420</b>	<b>(47,428)</b>	<b>171,119</b>	<b>170,599</b>	<b>520</b>	<b>(0%)</b>

- 5.1 The revised approved budgets for 2019-20 represent the budgets approved by Cabinet in February 2018, adjusted for projects subsequently approved at Strategic Finance Board, and underspends on budgets brought forward from 2018-19. Potential underspends were identified during the year and budgets re-profiled into future financial year. The revised 2019-20 budget was approved at Cabinet in February 2020.
- 5.2 The main items of expenditure are highlighted in the table below. These projects accounted for approximately 60% of the overall capital programme.

Scheme	Directorate	Expenditure Quarter 2 (£m)	Comments
Secondary Expansion Programme	Children Schools and Families	12.468	Secondary School Expansion Programme main item of which acquisitions totalling £9.7m to facilitate the construction of Grove Academy
Corporate Headquarters Project	Places & Development	7.516	Slough Employees Relocated to the new Corporate Headquarters Commencing September 2019
James Elliman Homes	Regeneration	16.900	Drawdown to James Elliman Homes to purchase properties for use a temporary accommodation
Old Library Site Hotel Development	Regeneration	22.580	Development of Old Library Site to include two new hotels
Strategic Acquisition Board	Regeneration	32.716	Main item of expenditure £8.343m to purchase Odeon, Basingstoke for rental income to support revenue budget
Thames Valley University Development	Regeneration	8.909	Third and Final installment of purchase of former Thames valley University site
<b>TOTAL</b>		<b>101.089</b>	

5.4 The schemes identified above account show the diverse nature of the council's capital programme as the expenditure will not only provide a revenue stream for the council for many years to come, regenerates the town centre and the borough with a strong vision for the future as well as improving the quality and quantity of temporary accommodation through its subsidiary James Elliman Homes.

## **6 Revised 2019-20 Capital Programme**

6.1 Any slippage on the 2019-20 Capital Programme can potentially be re-profiled into 2020-21. This will amend the Capital Budget approved by Council in February 2020. The revised budgets are shown as follows:

- Appendix A: Revised General Fund 2019-2020 budget
- Appendix B: Revised HRA 2019-2020 budget

6.2 Appendices C and D show the re-profiling of the Capital Budget for 2020-21 subject to approval.

- Appendix C: Re-profiled General Fund 2020-21 budget
- Appendix D: Re-profiled HRA 2020-21 budget

## **7 Directorate Narrative**

### Children, Learning and Skills.

7.1 The Capital Budget for Children, Learning and Skills is £19.814m a decrease of £10.505m on the budget approved in June 2019.

- 7.2 During 2019-20, £17.411m has been spent or 88% of the revised budget. The main item of expenditure has been acquisitions totalling £9.7m to facilitate the construction of the new Grove Academy- this is part of the Secondary School Expansion Capital Project. £2m budget has been moved from the Special School Expansion Project to the Secondary School Expansion Project. Most of the variance in this Directorate relates to the Special School Expansion project where £8.44m has been re-profiled into future years.

#### Places and Development

- 7.3 The budgets for this new Directorate in 2019-20 is now £15.316m and include two Environmental Services projects that have been moved into this Directorate- the Mayrise Insourcing Project and the procuring of a new Refuse Fleet and grounds Plant equipment and the capitalisation of Domestic Wheeled Bins. Also General Fund Housing and Building Management Projects have been moved into this Directorate following the recent change in Directorate Structure. Large projects include £7.591m for the Corporate Headquarters project. Budgets re-profiled into future years include £5m Capital Loans for Nova House and £1.645m for the Compulsory Purchase Order Reserve project. During 2019-20, £16.67m of the revised budget was spent, an overspend of £1.354m. This is mainly due to an overspend on the Chalvey Extra Care Housing Budget where the 2020-21 budget will be adjusted accordingly.

#### Finance and Resources

- 7.4 The revised budget for this Directorate in 2019-20 is £6.280m and includes £1.825m for the Community Investment Fund. The other significant budget in this Directorate is in respect of the IT Infrastructure Refresh (£3.290m) and during 2019-20 £3.658m or 58% of the revised budget was spent.

#### 7.5 Adults and Communities

The revised budget for this Directorate is now £9.109m. Large Projects include £2.151m for the Cemetery Extension and expenditure required to complete three leisure projects- £4.346m for the new Leisure Centre at Farnham Road; £725k for the refurbishment of Langley Leisure Centre and £1.0m for the Salt Hill Leisure project. During 2019-20 £4.242m or 47% of the revised budget was though this is mainly due to projects being delivered for less than the approved budget.

#### 7.6 Regeneration

The revised budget for this area for 2019-20 is £85.966m. Large projects include £13.9m Capital Loans to James Elliman Homes, a wholly owned subsidiary of the council set up to increase the supply of accommodation for those in temporary accommodation, the homeless and key workers.; £9.031m for the third and final instalment for the acquisition of the former Thames Valley University site; £26.303m for Strategic Acquisitions which will be spent on income generating assets to

improve the council's financial viability and £17.271m for the development of a Hotel on the old Slough Central Library site.

- 7.7 During 2019-20, £98.166m (114%) has been spent and this is predominantly due to £8.793m being spent on the former Thames Valley site acquisition, £32.716m on Strategic Acquisitions where the council has recently acquired the Odeon in Basingstoke, £16.9m on Capital Loans to James Elliman Homes and £22.58m on the Hotel Development. Overspends include £5.309m for the Development of the Old Library Site, £3m Capital Loans for James Elliman Homes and £2.868m for Capital Works following Stock Condition Survey and will be financed from the 2020/21 budget allocation.

#### Housing Revenue Account

- 7.8 The Housing Revenue Account Capital Programme for 2019-20 has a budget of £18.289m which excludes the £24.384m Affordable Housing Budget. During 2019-20 £13.518m or 74% of the revised budget was spent.

#### 7.9 Affordable Housing

The Affordable Housing Budget in 2019-20 of £22m has been increased to £24.384 due to an under-spend against this budget in 2018-19. The council has signed a retention agreement with DCLG that allows it to keep the Right to Buy receipts it generates from selling its council dwellings. The agreement commenced on 1st April 2012 and under the agreement, only 30% of right to buy receipts can be used to finance new expenditure on Affordable Housing. £8m of the budget was re-profiled into 2020/21 and £16.93m or 103% of the revised £16.384m was spent during 2019-20.

#### 8 Comments of Other Committees

None

#### 9 Conclusion

The Cabinet is requested to note the report and Capital Expenditure of £170.599m against an approved budget of £171.119m and to approve the revised 2020-21 Capital Budget

#### 10 Appendices Attached

- Appendix A: Revised General Fund 2019-20 budget
- Appendix B: Revised HRA 2019-2020 budget
- Appendix C: Re-profiled General Fund 2020-2021 budget
- Appendix D: Re-profiled HRA 2020-2021 budget



## 2019-2020 Revised Budgets – General Fund

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
	<b>Children, Learning and Skills</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
	<b>Early Years &amp; Prevention</b>									
P749	Children's Centres Refurbishments	M Jarrett	132			132	34	(98)	98	carry fwd £98k
P142	Children's Centres IT	M Jarrett	24			24	27	3		
P196	Early Years Service Capital Development Programme	M Jarrett	500			500	220	(280)	280	£280k cfwd
	<b>Total Early Years &amp; Prevention</b>		<b>656</b>	<b>0</b>	<b>0</b>	<b>656</b>	<b>281</b>	<b>(375)</b>	<b>378</b>	
	<b>Schools</b>									
P051	Primary Expansions	Tony M	727		(250)	477	401	(76)	20	Carry Fwd 20k
P076	Town Hall Conversion	Tony M			100	100	155	55		Reduce cfwd by £55k on P051

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
	<b>Schools Continued</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
P093	Schools Modernisation Programme	Tony M	722		(190)	532	126	(406)	406	Carry Fwd 406k
P101	SEN Resources Expansion	Tony M	3,955			3,955	3,304	(651)	650	carry fwd £650k
P783	Schools Devolved Capital	Nic B	100			100	277	177		
P673	DDA/SENDA Access Works	Tony M	50			50	0	(50)	50	carry fwd 50k
P139	323 High St/Haybrook	Tony M	54			54	9	(45)	45	carry fwd 45k
P153	Special School Expansion	Tony M	10,877		(10,440)	437	379	(58)	58	carry fwd 58k
P095	Secondary Expansion Programme	Tony M	13,178		200	13,378	12,468	(910)	910	carry fwd 910k
P207	Refurbishment of Wexham House	Tony M		75		75	10	(65)	65	carry fwd 65k
	<b>Total Schools</b>		<b>29,663</b>	<b>75</b>	<b>(10,580)</b>	<b>19,158</b>	<b>17,130</b>	<b>(2,028)</b>	<b>2,204</b>	
	<b>Total Children, Learning &amp; Skills</b>		<b>30,319</b>	<b>75</b>	<b>(10,580)</b>	<b>19,814</b>	<b>17,411</b>	<b>(2,403)</b>	<b>2,582</b>	

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
	<b>Place &amp; Development</b>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<b>Environmental Services</b>									
P580	Mayrise Insourcing	R West	21			21	11	(10)	10	carry fwd 10k
P176	Refuse fleet & Grounds Plant equipment	R West	459			459	373	(86)	86	carry fwd 686k
P581	Domestic Wheeled Bins & Containers	R West	125			125	84	(41)	41	carry fwd 41k
P220	Urban Tree Challenge	R West					51	51	(51)	Reduce 2021 budget
	<b>Total Environmental Services</b>		<b>605</b>	<b>0</b>	<b>0</b>	<b>605</b>	<b>519</b>	<b>(86)</b>	<b>86</b>	
	<b>Housing People Services</b>									
P006	Disabled Facilities Grant	C Moone	564			564	1,046	482		
P184	Refurbishment 2 Victoria St/ 34 Herschel St	C Moone	28			28	13	(15)	15	carry fwd 15k
P216	Housing Management Procurement	C Moone					24	24	(24)	Reduce 2021 budget

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<b>Total Housing People Services</b>		592	0	0	592	1,083	490	(9)	
	<b>Housing Development &amp; Contracts</b>									
P194	Compulsory Purchase Order Reserve	Amir Salarkia	2,075		(1,645)	430	68	(362)	362	carry fwd 362k
P181	Nova House Capital Loan	F Garvey	6,045		(5,000)	1,045	762	(283)	283	carry fwd 283k
P208	Chalvey Extra Care Housing	J Griffiths		500		500	2,417	1,917	(1,917)	Reduce 2021 budget
	<b>Total Housing Development &amp; Contracts</b>		<b>8,120</b>	<b>500</b>	<b>(6,645)</b>	<b>1,975</b>	<b>3,248</b>	<b>1,273</b>	<b>(1,272)</b>	
	<b>Building Management</b>									
P185	Manor Park Hall Refurbishment	J Holtam	13			13	23	10		
P146	Arbour Park Community Sports Facility	J Holtam		42		42	26	(16)	16	carry fwd16K
P191	Fire Risk Assessment Works	J Holtam	498			498	429	(69)	69	carry fwd 69K

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
	<b>Building Management Continued</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P193	Purchase new Corporate HQ	J Holtam	7,591			7,591	7,591	0		
	Customer & Accommodation			4,000		4,000	3,727	(273)	273	carry fwd 273k
P968	CAFM System (Computer Aided Facilities Management)	J Holtam					25	25		
	<b>Total Building Management</b>		<b>8,102</b>	<b>4,042</b>	<b>0</b>	<b>12,144</b>	<b>11,821</b>	<b>(348)</b>	<b>348</b>	
	<b>Total Place &amp; Development</b>		<b>17,419</b>	<b>4,542</b>	<b>(6,645)</b>	<b>15,316</b>	<b>16,670</b>	<b>1,329</b>	<b>(847)</b>	
	<b>Finance &amp; Resources</b>									
	<b>Digital &amp; Strategic IT</b>									
P145/P161	Financial Systems Upgrade	N Wilcox		1,000		1,000	1,273	273		
P084	IT Infrastructure Refresh	S Pallet	3,345			3,345	1,708	(1,637)	1,637	1,637k cfwd
P183	Management Information Centre	A Cowen	40	70		110	79	(31)	31	31k cfwd

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<b>Total Digital &amp; Strategic IT</b>		<b>3,385</b>	<b>1,070</b>	<b>0</b>	<b>4,455</b>	<b>3,060</b>	<b>(1,395)</b>	<b>1,668</b>	
	<b>Finance</b>									
P871	Community Investment Fund	Various	1,825			1,825	598	(1,227)	670	670k cfwd
	<b>Total Finance</b>		<b>1,825</b>	<b>0</b>	<b>0</b>	<b>1,825</b>	<b>598</b>	<b>(1,227)</b>	<b>670</b>	
	<b>Total Finance &amp; Resources</b>		<b>5,210</b>	<b>1,070</b>	<b>0</b>	<b>6,280</b>	<b>3,658</b>	<b>(2,622)</b>	<b>2,338</b>	
	<b>Adults and Communities</b>									
	<b>Adult Social Care Operations</b>									
P331	Social Care IT Developments	Martin Elliott	486			486	103	(383)	383	383k cfwd
P577	Learning Disability Change Programme	Martin Elliott	912			912	1,560	648		
P133	Extra Care Housing	Jane Senior	0			0	0	0		Slipped 23/24
P195	Autism Capital Grant	G Smith	6			6	0	(6)	6	6k cfwd
P395	HOLD Capital Grant	Martin Elliott					229	229		Grant Funded

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<b>Total Adult Social Care Operations</b>		1,404	0	0	1,404	1,892	488		
	<b>Regulatory Services</b>									
P083	Cemetery Extension	G De Haan	2,151		(2,000)	151	36	(115)	115	115k cfwd
P873	Crematorium Project	G De Haan		54		54	30	(24)	24	24k cfwd
P198	Allotments Improvement Project	Ketan G		535		535	397	(138)	138	138k cfwd
P875	CCTV Salt Hill Park	Peter Webster					90	90	(90)	reduce 20/21 budget
	<b>Total Regulatory Services</b>		<b>2,151</b>	<b>589</b>	<b>(2,000)</b>	<b>740</b>	<b>552</b>	<b>(188)</b>	<b>187</b>	
	<b>Communities &amp; Leisure</b>									
P107	Repairs to Montem	A Hibbert	39			39	23	(16)	16	carry fwd 16k
P162	Community Leisure Facilities	A Hibbert	219		(66)	153	147	(6)	6	carry fwd 6k
P141	Langley Leisure Centre	A Hibbert	725			725	81	(644)	644	carry fwd £644k

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	
P969	Salt Hill Leisure	A Hibbert	1,000			1,000	85	(915)	915	carry fwd £915k
P165	Leisure Centre Farnham Road	A Hibbert	4,348			4,348	1,441	(2,907)	2,907	carry fwd £2907k
P164	New Ice	A Hibbert	700			700	21	(679)	679	carry fwd £679k
	<b>Total Communities &amp; Leisure</b>		<b>7,031</b>		<b>(66)</b>	<b>6,965</b>	<b>1,798</b>	<b>(5,167)</b>		
	<b>Total Adults &amp; Communities</b>		<b>10,586</b>	<b>589</b>	<b>(2,066)</b>	<b>9,109</b>	<b>4,242</b>	<b>(4,867)</b>		
	<b>Regeneration</b>									
	<b>Regeneration Development</b>									
P128	Corporate Property Asset Management	P Kassandra				0	162	162		
P204	Hub Development	P Kassandra	5,100		(5,000)	100	28	(72)	72	carry fwd £72k
P127	Demolition Montem/TVU Site	P Kassandra	1,950			1,950	2,101	151		
P171	Slough Basin	P Kassandra	76			76	26	(50)	50	carry fwd £50k
P135	Plymouth Road	P Kassandra	123			123	18	(105)	105	carry fwd £105k



Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
	<b>Regeneration Development Continued</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
P172	TVU development	P Kassandra	9,031			9,031	8,909	(122)	122	carry fwd £122k
P156	Strategic Acquisition fund	P Kassandra	26,303			26,303	32,716	6,413		
P159	Hotel development	P Kassandra	17,271			17,271	22,580	5,309		
P206	Refurbishment 32 Chalvey Road East	P Kassandra		75		75	10	(65)	65	carry fwd £65k
P178	Lease surrender Serena Hall	S Aislabie		85		85	100	15		
P179	James Elliman Homes	N Cooper	10,700		3,200	13,900	16,902	3,002		move £3.2m from 20/21
P056	Slough Dog Recreation Area	I Blake	16	(16)		0		0		
	<b>Total Regeneration Development</b>		<b>70,570</b>	<b>144</b>	<b>(1,800)</b>	<b>68,914</b>	<b>83,554</b>	<b>14,640</b>	<b>414</b>	
	<b>Regeneration Delivery</b>									
P180	Capital works following Stock Condition Survey	A Thomas	3,799			3,799	6,667	2,868		reduce 20/21 budget

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<b>Total Regeneration Delivery</b>		3,799	0	0	3,799	6,667	2,868		
	<b>Planning &amp; Transport</b>									
P174	Highways Maintenance Annual Programme	S Dhuna/K Hothi	619			619	602	(17)	17	Carry Forward 17k
P111/P728	Highway Reconfigure & Resurface	S Dhuna/K Hothi	1,399			1,399	798	(601)	601	Carry Forward 600k
	<b>Total Planning &amp; Transport</b>		2,018	0	0	2,018	1,401	(617)	618	
	<b>Major Infrastructure Projects</b>									
P102	Local Sustainable Transport Fund	S De Cruz	191			191	3	(188)	188	Carry Forward 188k
P149/P098	A332 Windsor Road Widening Scheme LEP	S De Cruz	1,500			1,500	987	(513)	500	Carry Forward 500k
P148	A355 Tuns Lane LEP Transport Scheme	S De Cruz	0			0	13	13		

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
	<b>Major Infrastructure Projects Continued</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
P192	LTP Implementation Plan	S De Cruz	771			771	433	(338)	338	carry over 338K
P160	LED Upgrade	Sing Wai	2,150			2,150	1,797	(353)	353	carry fwd £353k
P881	Colnbrook Bypass	Sing Wai	129		(129)	0		0		£129k slipped to 20/21
P186	Bridge Capital Works	Sing Wai	908		(800)	108	60	(48)	48	carry fwd £48k
P187	Flood Defence Measures SBC/EA Partnership	Sing Wai	98		(98)	0		0		£98k slipped to 20/21
P201	Stoke Road LEP	S De Cruz	4,349		(3,000)	1,349	347	(1,002)	1,002	£3m re-profiled 20/21. CFWD 1,002k
P202	MRT Phase 2 LEP	S De Cruz	13,270		(11,000)	2,270	457	(1,813)	1,813	£11m re-profiled 20/21. 1813k CFWD
P157	Burnham Station LEP	Misha Byrne	668			668	291	(377)	323	carry fwd £323k

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
	<b>Major Infrastructure Projects Continued</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
P053	Langley Station LEP	C Green	764			764	771	7		
P579	A4 Cycle	Misha Byrne	298			298	345	47		
P188	Community Transport Fleet	J Northam	813		(183)	630	632	2		183k slipped to 20/21
	<b>Total Major Infrastructure Projects</b>		<b>25,909</b>	<b>0</b>	<b>(15,210)</b>	<b>10,699</b>	<b>6,136</b>	<b>(4,563)</b>	<b>4,565</b>	
	<b>Environmental Quality &amp; Land Charges</b>									
P155	Air Quality Monitoring	J Newman	114		(38)	76	2	(74)	74	carry over £74k
P125	Electric Vehicle Network	J Newman	1,177		(1,000)	177	39	(138)	138	carry over £138k
P170	Carbon Management-Fleet Challenge	J Newman	329		(300)	29	134	105	(105)	reduce 20/21 budget
P168	Re-fit Programme	J Newman	1,504		(1,350)	154	226	72	972	reduce 20/21 budget
P203	Car Club	J Newman	500		(400)	100	2	(98)	98	carry over £98k

Cost Centre	Scheme Name	Lead Officer	19-20 approved budget*	Adjustment	Reprofile	19-20 Amended	Actual to Mar 2020	Variance	CFWD	Comments
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	
	<b>Total Environmental Quality &amp; Land Charges</b>		3,624	0	(3,088)	536	404	(132)	1,177	
	<b>Total Regeneration</b>		105,920	144	(20,098)	85,966	98,166	12,195	6,774	0
	<b>Total</b>		169,454	6,420	(39,389)	136,485	139,767	3,632	10,847	
	<b>FUNDING</b>									
	Grant Funded		58,865			32,965	32,965			
	Borrowing		107,589			100,520	103,802			
	Section 106		3,000			3,000	3,000			
	<b>Total</b>		169,454			136,485	139,767			

## Revised Budgets 2019-20 HRA

Cost Centre	Scheme name	Lead Officer	19-20 approved budget*	Re-profile	19-20 revised budget	Actual to Mar 2020	Variance	CFWD	Comment
	<b>Housing Revenue Account</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
	RMI - Capital Programme								
P419	Garage Sites	J Griffiths	150	1,850	2,000	1,311	(689)	418	carry fwd £418k
P409	Boiler Replacement	J Griffiths	500	400	900	2,564	1,664		
P408	Broom & Poplar Fire Compliance Upgrade Works	J Griffiths	636		636	1,281	645		
	Budget Virement from HRA Projects for Broome & Poplar	J Griffiths	(636)		(636)	0	636		
P413	Kitchen & Bathrooms	J Griffiths	410	290	700	1,040	340		
P417	Roofing	J Griffiths	628	(628)	0	56	56		
P416	Additional Prelims					0	0		
P431	FRA & Asbestos Removal Works (bring forward £3m years 6/7)	J Griffiths	5,000	(2,000)	3,000	1,795	(1,205)		
P415	Re-Wiring/Consumer Units	J Griffiths	136	(16)	120	621	501		
P436	De-Designated Refurbishment	J Griffiths		1,000	1,000	0	(1,000)		re-profiled from 23/24
P547	Major Aids & Adaptations	C Moone	250		250	379	129		
P412	Windows and Door Replacement	J Griffiths	125	575	700	50	(650)		
P422	Security & Controlled Entry Modernisation	J Griffiths		1,200	1,200	287	(913)		re-profiled £768 from 23/24
P433	Capitalised VOIDS	J Griffiths		60	60	27	(33)		
P410	Heating / Hot Water Systems	J Griffiths	317	(317)	0	0	0		

Cost Centre	Scheme name	Lead Officer	19-20 approved budget*	Re-profile	19-20 revised budget	Actual to Mar 2020	Variance	CFWD	Comment
	<b>Housing Revenue Account</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
P414	Bathroom replacement		256	(256)	0	0	0		
P418	Structural	J Griffiths	802	(802)	0	0	0		
P420	Mechanical Systems /Lifts	J Griffiths	200	(200)	0	0	0		
P421	Capitalised Repairs	J Griffiths	46	(46)	0	0	0		
P565	Estate Improvements/Environmental Works	J Griffiths	221	(221)	0	0	0		
P423	Darvills Lane - External Refurbs	J Griffiths	200	(200)	0	0	0		
P424	Replace Fascias, Soffits, Gutters & Down Pipes	J Griffiths	250	(250)	0	0	0		
P425	Upgrade Lighting/Communal Areas	J Griffiths	71	(71)	0	0	0		
P426	Communal doors	J Griffiths	78	(78)	0	0	0		
P427	Balcony / Stairs / Walkways areas	J Griffiths	171	(171)	0	0	0		
P428	Paths	J Griffiths	90	(90)	0	0	0		
P429	Store areas	J Griffiths			0	0	0		
P546	Environmental Improvements (Allocated Forum)	J Griffiths	100	(100)	0	0	0		
P406	Stock Condition Survey	J Griffiths	160	32	192	300	108		
P407	Commissioning of Repairs Maintenance and Investment Contract	J Griffiths			0	41	41		
P405	Tower and Ashbourne	J Griffiths	2,839		2,839	2,146	(693)	693	carry fwd. £693k
P432	RMI Remodelling and Investment	J Griffiths	5,289		5,289	1,620	(3,669)	3,661	carry fwd. £3661k
P435	Rochford Hostel					4			

Cost Centre	Scheme name	Lead Officer	19-20 approved budget*	Re-profile	19-20 revised budget	Actual to Mar 2020	Variance	CFWD	Comment
	<b>Housing Revenue Account</b>		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	
	Total Planned Maintenance - Capital		18,289	(39)	18,250	13,522	(4,732)	4,772	
	<b>Other</b>								
P575	Affordable Homes	K Lallian/S Jetha	24,384	(8,000)	16,384	16,930	546		
	<b>Total Other</b>		<b>24,384</b>	<b>(8,000)</b>	<b>16,384</b>	<b>16,930</b>	<b>546</b>		
	<b>TOTAL</b>		<b>42,673</b>	<b>(8,039)</b>	<b>34,634</b>	<b>30,453</b>	<b>(4,185)</b>	<b>4,772</b>	
	<b>Funding</b>								
	Section 106								
	Capital Receipts				(4,915)	(5,565)			
	Major Repairs Reserve				(24,719)	(19,888)			
	Borrowing				(5,000)	(5,000)			
	<b>TOTAL</b>				<b>(34,634)</b>	<b>(30,453)</b>			



**Appendix C- Revised General Fund Capital Programme 2020-21 to 23-24**

Cost Centre	Scheme Name	20-21 Approved	Amendment/ CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Children, Learning and Skills</b>							
	Early Years & Prevention							
P749	Children's Centres Refurbishments		98	98				98
P142	Children's Centres IT			0				
P196	Early Years Service Capital Development Programme	250	280	530	250	250		1,030
P221	Delegation Portal		36	36				36
P222	Children & Families Portal		80	80				80
	Total Early Years & Prevention	250	494	744	250	250	0	1,244
	<b>Schools</b>							
P051	Primary Expansions	250	20	270	100			370
P076	Town Hall Conversion			0				0
P093	Schools Modernisation	890	406	1,296	600	600	200	2,696

Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
P101	Schools Continued SEN Resources Expansion	1,250	650	1,900	250	250	250	2,650
P783	Schools Devolved Capital	90		90	80	80	80	330
P673	DDA/SENDA Access Works		50	50				50
P139	323 High St/Haybrook		50	50				50
P153	Special School Expansion	3,340	59	3,399	9,150	1,600		14,149
P095	Secondary Expansion Programme	1,800	910	2,710			2,000	4,710
P207	Refurbishment of Wexham House		65	65				65
	<b>Total Schools</b>	<b>7,620</b>	<b>2,210</b>	<b>9,830</b>	<b>10,180</b>	<b>2,530</b>	<b>2,530</b>	<b>25,070</b>
	<b>Total Children, Learning &amp; Skills</b>	<b>7,870</b>	<b>2,704</b>	<b>10,574</b>	<b>10,430</b>	<b>2,780</b>	<b>2,530</b>	<b>26,314</b>
	<b>Place &amp; Development</b>							
	<b>Environmental Services</b>							
P580	Mayrise Insourcing		10	10				10

Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	<b>Environmental Services Continued</b>							
P176	Refuse fleet & Grounds Plant equipment		86	86				86
P581	Domestic Wheeled Bins & Containers	125	41	166	125	125	125	541
P219	Urban Tree Challenge Fund	1,023	(51)	972				972
P177	Recycling Initiatives	500		500	500			1,000
	<b>Total Environmental Services</b>	<b>1,648</b>	<b>86</b>	<b>1,734</b>	<b>625</b>	<b>125</b>	<b>125</b>	<b>2,609</b>
	<b>Housing People Services</b>							
P006	Disabled Facilities Grant	550		550	550	550	550	2,200
P184	Refurbishment 2 Victoria St and 34 Herschel St		15	15				15
P216	Housing Management Procurement		809	809				809
	<b>Total Housing People Services</b>	<b>550</b>	<b>824</b>	<b>1,374</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>3,024</b>

Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	<b>Housing Development &amp; Contracts</b>	£000s	£000s	£000s	£000s	£000s	£000s	£000s
P194	Compulsory Purchase Order Reserve	1,645	362	2,007				2,007
P181	Nova House Capital Loan	5,000	283	5,283				5,283
P208	Chalvey Extra Care Housing	14,800	(1,917)	12,883				12,883
	Total Housing Development & Contracts	21,445	(1,272)	20,173	0	0	0	20,173
				0				
	<b>Building Management</b>							
P146	Arbour Park Community Sports Facility		16	16				16
P191	Fire Risk Assessment Works		69	69				69
P193	Purchase new Corporate HQ	3,000		3,000				3,000
	Customer & Accommodation		273	273				273
	<b>Total Building Management</b>	<b>3,000</b>	<b>85</b>	<b>3,358</b>				<b>3,358</b>
	<b>Total Place &amp; Development</b>	<b>26,643</b>	<b>(277)</b>	<b>26,639</b>	<b>1,175</b>	<b>675</b>	<b>675</b>	<b>29,164</b>

Cost Centre	Scheme Name	20-21 Approved	Amendment/ CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	<b>Finance &amp; Resources</b>		<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
	Digital & Strategic IT							
P145/P161	Financial Systems Upgrade	500		500				500
P084	IT Infrastructure Refresh	3,350	1,637	4,987	350	350	350	6,037
P183	Management Information Centre		31	31				31
	Total Digital & Strategic IT	3,850	1,668	5,518	350	350	350	6,568
	Finance							
P871	Community Investment Fund	1,050	670	1,720	1,050	1,050	1,050	4,870
	<b>Total Finance</b>	<b>1,050</b>	<b>670</b>	<b>1,720</b>	<b>1,050</b>	<b>1,050</b>	<b>1,050</b>	<b>4,870</b>
	<b>Total Finance &amp; Resources</b>	<b>4,900</b>	<b>2,338</b>	<b>7,238</b>	<b>1,400</b>	<b>1,400</b>	<b>1,400</b>	<b>11,438</b>
	<b>Adults and Communities</b>							
	<b>Adult Social Care Operations</b>							
P331	Social Care IT Developments		383	383				383

Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	<b>Adult Social Care Operations Continued</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
P577	Learning Disability Change Programme		1,601	1,601				1,601
P133	Extra Care Housing			0			1,844	1,844
P195	Autism Capital Grant		6	6				6
	<b>Total Adult Social Care Operations</b>	<b>0</b>	<b>1,990</b>	<b>1,990</b>	<b>0</b>	<b>0</b>	<b>1,844</b>	<b>3,834</b>
	<b>Regulatory Services</b>							
P083	Cemetery Extension	5,700	115	5,815	2,000	2,000	1,233	11,048
P873	Crematorium Project		24	24				24
P198	Allotments Improvement Project		138	138				138
P875	CCTV		110	110				110
	<b>Total Regulatory Services</b>	<b>5,700</b>	<b>387</b>	<b>6,087</b>	<b>2,000</b>	<b>2,000</b>	<b>1,233</b>	<b>11,320</b>

Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	<b>Communities &amp; Leisure</b>	£000s	£000s	£000s	£000s	£000s	£000s	£000s
P107	Repairs to Montem		16	16				16
P162	Community Leisure Facilities	66	156	222				222
P141	Langley Leisure Centre		644	644				644
P969	Salt Hill Leisure		915	915				915
P165	Leisure Centre Farnham Road		2,907	2,907				2,907
P164	New Ice		679	679				679
	<b>Total Communities &amp; Leisure</b>	<b>66</b>	<b>5,317</b>	<b>5,383</b>				<b>5,383</b>
	<b>Total Adults &amp; Communities</b>	<b>5,766</b>	<b>7,694</b>	<b>13,460</b>	<b>2,000</b>	<b>2,000</b>	<b>3,077</b>	<b>20,537</b>
	<b>Regeneration</b>							
	<b>Regeneration Development</b>							
P204	Hub Development	5,000	72	5,072	5,000	5,000		15,072
	Youth Hub	5,000		5,000				5,000
P127	Demolition Montem/TVU Site	1,950		1,950				1,950
P171	Slough Basin		50	50				50
P135	Plymouth Road		105	105				105

Cost Centre	Scheme Name	20-21 Approved	Amendment/ CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	<b>Regeneration Development Continued</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
P172	TVU development	4,000	122	4,122				4,122
P156	Strategic Acquisition fund	20,000		20,000				20,000
P159	Hotel development	20,673	(5,309)	15,364				15,364
P206	Refurbishment 32 Chalvey Road East		65	65				65
P178	Lease surrender Serena Hall			0				0
P179	James Elliman Homes	13,000	(3,000)	10,000	16,600			26,600
P056	Slough Dog Recreation Area			0				0
	<b>Total Regeneration Development</b>	<b>69,623</b>	<b>(7,895)</b>	<b>61,728</b>	<b>21,600</b>	<b>5,000</b>	<b>0</b>	<b>88,328</b>
	<b>Regeneration Delivery</b>							
P180	Capital works following Stock Condition Survey	2,400		2,400	2,400	2,400		7,200
	<b>Total Regeneration Delivery</b>	<b>2,400</b>	<b>0</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>		<b>7,200</b>



Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
	<b>Planning &amp; Transport</b>	£000s	£000s	£000s	£000s	£000s	£000s	£000s
P174/ P111	Highways Maintenance Programme	1,289	600	1,889	1,289	1,289	1,289	5,756
	Highways & Payments Improvements	1,000		1,000	500	500	500	2,500
P728	Highway Reconfigure & Resurface	500	17	517	500	500	500	2,017
	<b>Total Planning &amp; Transport</b>	2,789	617	3,406	2,289	2,289	2,289	10,273
	<b>Major Infrastructure Projects</b>							
P102	Local Sustainable Transport Fund		188	188				188
P149/P098	A332 Windsor Road Widening Scheme LEP		500	500				500
P192	LTP Implementation Plan	400	338	738				738
P160	LED Upgrade		353	353				353
P881	Colnbrook Bypass	129		129				129
P186	Bridge Capital Works	1,600	48	1,648				1,648
P201	Stoke Road LEP	9,540	1,002	10,542				10,542

Cost Centre	Scheme Name	20-21 Approved	Amendment/CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
		£000s	£000s	£000s	£000s	£000s	£000s	£000s
P202	Planning & Transport MRT Phase 2 LEP	11,000	1,813	12,813				12,813
P157	Burnham Station LEP		323	323				323
P053	Langley Station LEP			0				0
P579	A4 Cycle			0				0
P188	Community Transport Fleet		183	183				183
	<b>Total Major Infrastructure Projects</b>	<b>22,669</b>	<b>4,748</b>	<b>27,417</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,417</b>
	<b>Environmental Quality &amp; Land Charges</b>							
P155	Air Quality Monitoring	38	74	112				112
P125	Electric Vehicle Network	600	138	738	400	200		1,338
P170	Carbon Management-Fleet Challenge	970	(105)	865				865
P168	Re-fit Programme	1,334	972	2,306	500			2,806
P203	Car Club	500	98	598	100	100		798
	Environmental Initiatives-match funding	1,000		1,000	500			1,500

Cost Centre	Scheme Name	20-21 Approved	Amendment/ CFWD	20-21 Revised	21-22 Revised	22-23 Revised	23-24 Revised	Total 2020-24
		£000s	£000s	£000s	£000s	£000s	£000s	£000s
	<b>Total Environmental Quality &amp; Land Charges</b>	4,442	1,177	5,619	1,500	300	0	7,419
	<b>Total Regeneration</b>	101,923	(1,353)	100,570	27,789	9,989	2,289	140,637
	<b>TOTAL</b>	<b>147,102</b>	<b>11,106</b>	<b>158,481</b>	<b>42,794</b>	<b>16,844</b>	<b>9,971</b>	<b>228,090</b>
	FUNDING							
	Grant Funded	33,816		36,631	8,995	4,398	1,525	51,549
	Borrowing	110,286		118,850	30,799	9,446	6,446	165,541
	Section 106	3,000		3,000	3,000	3,000	2,000	11,000
	<b>Total</b>	<b>147,102</b>		<b>158,481</b>	<b>42,794</b>	<b>16,844</b>	<b>9,971</b>	<b>228,090</b>

**Appendix D- Revised Housing Revenue Account Capital Budget 2020-21 to 2023-24**

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Cost Centre	Scheme name	20-21 Approved	Amendment/CFWD	20-21 revision	21-22 revision	22-23 revision	23-24 revision	Total 20-24
	Housing Revenue Account	£000s	£000s	£000s	£000s	£000s	£000s	£000s
	RMI - Capital Programme							
P419	Garage Sites	2,000		2,000	2,000	2,000	2,000	10,000
P409	Boiler Replacement	500	418	918	500	500	330	3,166
P408	Broom & Poplar Fire Compliance Upgrade Works			0				
	Budget Virement from HRA Projects for Broome & Poplar			0				
P413	Kitchen & Bathrooms	700		700	700	700	700	3,500
P417	Roofing	0		0	0	0	615	615
P416	Additional Prelims			0				
P431	FRA & Asbestos Removal Works (bring forward £3m years 6/7)			0				0
P415	Re-Wiring/Consumer Units	120		120	120	120	120	600



	<b>TOTAL</b>	<b>16,813</b>	<b>4,772</b>	<b>21,585</b>	<b>15,840</b>	<b>4,823</b>	<b>4,849</b>	<b>47,097</b>
	<b>Funding</b>							
	RCCO	(1,500)		(1,500)	(1,000)	(1,000)	(1,000)	(4,500)
	Capital Receipts	(2,400)	0	(2,400)	(3,305)	0	0	(5,705)
	Major Repairs Reserve	(8,922)	(4,772)	(13,694)	(1,535)	(3,823)	(3,849)	(22,901)
	Borrowing	(3,991)		(3,991)	(10,000)			(13,991)
	<b>TOTAL</b>	<b>(16,813)</b>	<b>(4,772)</b>	<b>(21,585)</b>	<b>(15,840)</b>	<b>(4,823)</b>	<b>(4,849)</b>	<b>(47,097)</b>

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> June 2020

**CONTACT OFFICER:** Barry Stratfull, Service Lead Finance  
(For all enquiries) (01753) 875358

**WARD(S):** All

**PORTFOLIO:** Councillor Swindlehurst, Leader of the Council

**PART I**  
**KEY DECISION****COMMUNITY INVESTMENT FUND 2019-20 UPDATE AND 2020-21 BUDGET****1 Purpose of the Report**

The purpose of this report is to update Cabinet regarding the 2019/20 Community Investment Fund and propose how the scheme will operate in 2020/21.

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

The Cabinet is requested to resolve:

- a) That the expenditure to date from the Community Investment Fund 2019/2020 be noted; and
- b) That it be agreed that any unused funding from 2019/20 will be rolled-forward into 2020/21 and allocated on the basis of Cabinet requests in line with the scheme as set out in Appendix B, with any residual sum being available to ward members from the revised fund.

**3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan****3.1. Slough Joint Wellbeing Strategy Priorities**

The report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of good governance within the Council to ensure that it is efficient, effective and economic in everything it does achieve through the improvement of corporate governance and democracy by ensuring effective management practice is in place.

**3.2 Five Year Plan Outcomes**

This report and the Community Investment Fund allocations will contribute to all the following outcomes from the Five Year Plan.

- Our children and young people will have the best start in life and opportunities to give them positive lives
- Our people will become healthier and will manage their own health, care and support needs
- Slough will be an attractive place where people choose to live, work and visit
- Our residents will have access to 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: As detailed within the report.

(b) Risk Management

<b>Recommendation from section 2 above</b>	<b>Risks/Threats/ Opportunities</b>	<b>Current Controls</b>	<b>Using the Risk Management Matrix Score the risk</b>	<b>Future Controls</b>
The Cabinet is requested to resolve: that the progress made to date on the Community Investment Fund projects be noted and to agree the allocation mechanism for 2020/21.	Need to check that applications meet the requirements of the fund, are affordable, do not operate contrary to Council policy and that they will not afford any pecuniary advantage to the applicant.	All applications are fully assessed against Council policies and costed by officers. The final application is signed off by the Section 151 Officer.	9	Cabinet Report dated 19 November 2019 advised changes to the process of coordination, monitoring and delivery of projects funded through CIF.



<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
Legal	None	none
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery – capital programme delivered under the 80% mark	Monthly review at Capital Operational Board and quarterly by Lead Members and Directors	Ability to increase the deliver of capital schemes
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

No specific legal implications arise from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, as required, for individual projects contained within the Community Investment Fund.

## 5 Supporting Information

### 5.1 Background

- 5.1.1 At the Cabinet meeting, in March 2019, it was agreed that, for 2019/20, all elected Councillors would have £25,000 each to spend on projects of their choosing. £20,000 of this allocation was Capital Funding and the remaining £5,000 was revenue funding. In addition Cabinet were allocated up to £210,000 of capital funding available to further the outcomes in the Five-Year Plan.
- 5.1.2 There are currently 42 elected councillors of Slough Borough Council, which with the Cabinet allocation equates to an annual Community Investment Fund capital budget of £1,050,000 in 2019/20.
- 5.1.3 Allocations are for individual councillors but two or more Councillors can pool resources in order to fund a larger project.

5.1.4 Below are some example indicative costs of initiatives funded under the scheme:

- Speed cushions – £2,400 each (additional for Traffic management approx. £300 per unit)
- Slough Bollards – £400 each
- Signs without post – £120-£450 each depending on sign
- Sign pole only – £190-£320 each depending on size and length of pole
- Low level street nameplate – £195 each
- Road Markings – £750 minimum charge (all day booking), lettering, lines, etc. additional on top.

5.1.5 When Councillors submitted bids for approval, officers checked they met the fund's requirements, were affordable and complied with the Council's policies, and legal requirements and that they did not afford any pecuniary advantage to the applicant.

## 5.2 Current Position

5.2.1 The table below summarises the amount spent to date, as at 31<sup>st</sup> March 2020 and the budget remaining on a ward by ward basis. A more detailed analysis is shown in Appendix A. These amounts may change by year end as several 'bids' are awaiting detailed costings from officers.

5.2.2 At year end, any unused allocations will be utilised by Cabinet to fund additional council-wide improvements to further the outcomes in the five year plan. It is expected that Cabinet will provide an indication of the schemes they would like to see funded at this evening's meeting.

Ward		19/20 Revised Capital Budget	19/20 Actual/Committed-Capital	Remaining Budget - Capital	19/20 Budget - Revenue	19/20 Actual/Committed Revenue	Remaining Budget - Revenue
Baylis & Stoke	Total	70,635.98	70,604.03	31.95	15,000.00	8,400.00	6,600.00
Britwell & Northborough	Total	112,880.56	97,660.93	15,219.63	15,000.00	0	15,000.00
Central	Total	118,797.42	118,238.87	558.55	15,000.00	0.00	15,000.00
Chalvey	Total	121,000.00	79,303.06	41,696.94	15,000.00	15,000.00	0.00
Cippenham Meadows	Total	119,771.00	63,632.40	56,138.60	15,000.00	0.00	15,000.00
Cippenham Green	Total	16,543.47	16,543.47	0.00	15,000.00	0.00	15,000.00
Colnbrook with Poyle	Total	67,754.25	65,900.08	1,854.17	10,000.00	0.00	10,000.00
Elliman	Total	119,114.67	69,088.80	50,025.87	15,000.00	0.00	15,000.00
Farnham	Total	166,669.13	166,669.13	0.00	15,000.00	15,000.00	0.00
Foxborough	Total	36,614.20	36,614.20	0.00	5,000.00	300.00	4,700.00
Haymill & Lynch Hill	Total	100,957.58	67,055.06	33,902.52	15,000.00	0.00	15,000.00
Langley Kederminster	Total	107,831.79	81,670.67	26,161.12	15,000.00	4,830.99	10,169.01
Langley St Marys	Total	122,679.90	92,091.95	30,587.95	15,000.00	0.00	15,000.00
Upton	Total	169,000.00	169,000.00	0.00	15,000.00	0.00	15,000.00
Wexham	Total	108,380.67	91,544.93	16,835.74	15,000.00	0.00	15,000.00
Access Guide						6240.05	
Christmas Lights						20,000.00	
	Total	1,558,630.62	1,265,617.58	273,013.04	210,000.00	69,771.04	140,228.96

5.2.3 It should be noted that budget reports during 2019/20 have highlighted risks associated with the financing of SCST. The Council rigorously reviewed expenditure across all areas and implemented recruitment controls. As part of these initiatives It was agreed that CIF revenue commitments would be

frozen (along with other non essential financial spends) towards the end of the financial year so that Council overspends could be minimised and General Fund balances would remain at a sustainable level in the medium term.

### **5.3 2020-21 Budget**

- 5.3.1 The recent Capital Programme report, agreed at full Council on 22 February 2020-21, proposed the scheme continuing in 2020-21. A capital budget of £1.050m was agreed.
- 5.3.2 A budget of £210k was agreed, at Full Council, as growth in General Fund for the revenue elements of the CIF for 2020-21 and thereafter.
- 5.3.3 It is proposed that, for 2020-21, all elected Councillors will each have up to £20,000 capital funding and £5,000 revenue funding available to spend on community projects across the Borough.
- 5.3.4 Cabinet will have £210,000 of capital funding and to further the outcomes in the Five-Year Plan.
- 5.3.5 Updated 'Community Investment Fund Bid Forms' with associated guidance will be circulated to all Councillors in June 2020. This guidance will include the new particulars attached as Appendices B, C and D.
- 5.3.6 A bi-annual report, highlighting spend to date, will be presented to Cabinet in September 2020 to enable the Cabinet to make any further allocations including in response to Covid-19.

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

This report has not been considered by any other committees.

### **7 Conclusion**

The Cabinet are requested to note spend to date on the Community Investment Fund 2019-20 and approve the Community Investment Fund allocations and methodology for 2020-21.

### **8 Appendices Attached**

- "A" CIF Overview 2019-20
- "B" Proposed Cabinet allocations

### **9 Background Papers**

None

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**PROPOSED CABINET ALLOCATION**

2019/20 Underspend

Allocate £100k of 2019/20 CIF revenue underspend towards offering continued support to rough sleepers who've been involved in the 'all-in' hotel scheme beyond the end of June.

Allocate £30k of unspent CIF Cabinet capital from 2019/20 to help enable repairs work to make 3 voids 'habitable' for their use.

Allocate £25k of unspent CIF revenue from 2019/20 towards work of our partners (East Berks College and Slough Aspire) in measures to help the recently unemployed (jobs clubs, skills retraining etc) and to assist 'one Slough' organisations in their responses

2020/21 Cabinet CIF capital

Allocate £50k of capital towards measures to promote social distancing and safe behaviour as covid lockdown arrangements ease (e.g. new High Street lamp-post banners, bus shelter or other adverts/notices, paint reminder discs on busy areas of walkway/park entrance gateways etc.)

Allocate £60k to support temporary improvements to enable safe walking and cycling routes etc, and measures to ensure our green/outdoor gyms can operate safely (including ordering additional temporary railings/barriers/route markers for busy public spaces)

Further allocations

Due to the ongoing concerns about the impact of Covid-19, the Cabinet will receive a mid-year update in September 2020 to enable it to respond with any further measures for potential CIF allocation.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 June 2020

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

**(For all enquiries)** (01753) 875847

**WARD(S):** All

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

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

**PERFORMANCE & PROJECTS REPORT: QUARTER 4 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 28 projects on the portfolio, which are graded according to project magnitude as gold (11), silver (7) or bronze (10).
- 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 4 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, which summarises progress against the Council's priorities in quarter 4 of the financial year 2019/20.

## 6. Comments of Other Committees

None. The report will also be reviewed by Overview and Scrutiny Committee on 9 January 2020.

## 7. Conclusion

### **Balanced Scorecard**

7.1. 58% (11) of the 19 key performance indicators (KPIs) with agreed targets are performing either at or better than target. 26% (5) indicators are performing marginally worse than target but above the red KPI threshold. 16% (3) indicators are performing below the red KPI threshold.

7.2. In relation to overall trend, performance has improved for 45% (10) of the 22 KPIs, remained the same for 14% (3) and declined for 41% (9).

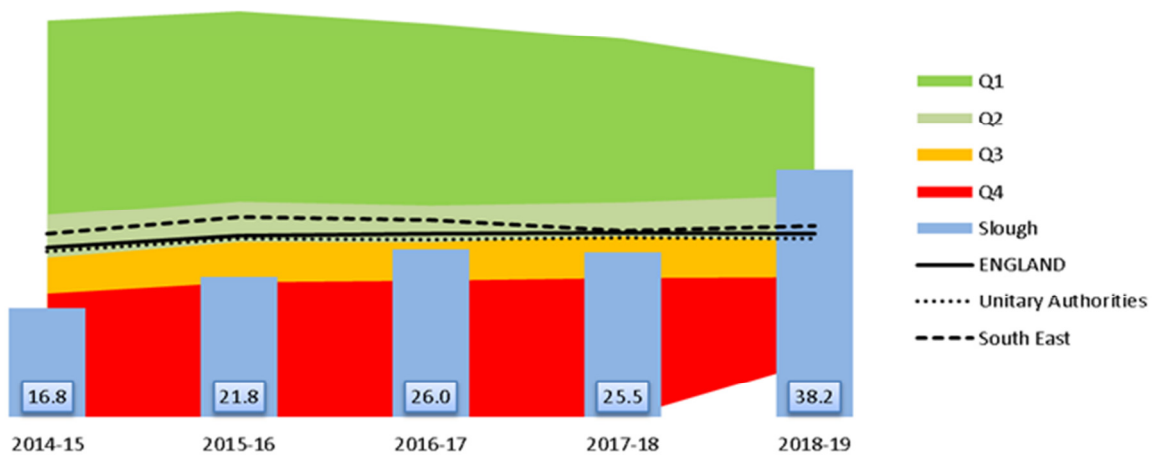
7.3. Key improvements this quarter:

- In the latest Active Lives Survey, there was a 1.5% reduction in the percentage of residents reported as not participating in at least 30 mins of sport at moderate intensity at least once a week from 35.9% in 2017/18 to 34.4%. A number of new initiatives were launched during the period in focus, specifically for our 'inactive' residents. We extended our disability provision, created more targeted opportunities in Colnbrook, Britwell & Foxborough wards, delivered our community cohesion project Breaking Boundaries, introduced Caribbean & Bhangra Dance classes to the Active Slough programme and established a weekly junior parkrun in Salt Hill Park.
- There was a 1.0 reduction in Slough's overall crime rate per 1,000 population from 27.9 in Q2 to 26.9 in Q3. Whilst the Most Similar Group (MSG) and national averages also reduced, this was to a lesser extent (0.8 and 0.6 respectively) although Slough's crime rate remains higher than these comparators. 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).
- There has been a steady reduction in the number of households in temporary accommodation since Q1, however at the end of Q4 there were 359 homeless households which is marginally above the end of year target of 350.
- The number of empty properties brought back into use has increased from 7 in Q3 to 30 in Q4. The Housing Regulation Team did anticipate 18 properties to be back into use by Q4 and the strategy has worked successfully showing a 100% target achieved by end of Q4. It was further commented that an amalgamation of measures from informal action to CPOs were undertaken to make this achievable.
- The average journey time from the Heart of Slough to M4 J6 during evening peak time (Mon-Fri 16:30-18:30) improved from 7 minutes 49 seconds at the end of Dec-19 to 6 minutes 13 seconds as at the end of Mar-20. This remains significantly under the 10 minute target.

#### 7.4. Key areas for review this quarter:

- Two of the Five Year Plan Outcome 2 (our people will be healthier and manage their own care needs) KPIs are now red, with the third rated as Amber.
  - The number of adults managing their care and support via a direct payment increased from 584 in Q3 to 597 in Q4, but remains below the year of year target of 718. 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).

- The uptake of targeted NHS health checks has reduced from 1.1 in Q2 to 0.7 in Q3. This is due to lag in GPs reporting the activities before national submission date. Q3 shows general dip in activities due to competing priorities (e.g. flu season and normal winter pressures). To improve data management and extraction we are exploring automatic extraction of data with CCG, amending returns each quarter when full data received (for Q1-3), setting an earlier cut-off date for GP returns and include data from after

this in the next quarters return. Work with providers to meet the target is continuing, whilst also trying to reach out to high risk residents.

- There has been a reduction in the overall recycling rate from 26.1% in Q2 to 21.9% in Q3 however improved by 1.5% in comparison to previous year of 20.4%. As expected during the winter period, there was a decrease in Garden Waste from 1,195 tonnes in Q2 to 556 tonnes in Q3. Waste tonnage remained consistent over the periods and Mixed Dry Recycling tonnage maintained at the improved levels since Q1. Cumulatively over the last 12 months, we have seen a 1.5% increase in overall recycling rate from 24.4% to 25.9%. We anticipate that our cumulative Q4 recycling rate to increase between 1.5%-2% compared to the previous year.

## **Project Portfolio**

7.5. Progress continues on all major schemes and projects. Across all projects on the portfolio, 53% were rated overall as Green (15 projects), 43% were rated overall as Amber (12 projects) and 4% were rated overall as Red (1 project). One project closed this quarter: One project completed this quarter – Project arvato.

7.6. Key improvement this quarter:

- Clean Safe & Vibrant - Craft Coop pop up shop extended their agreement with Queensmere Observatory until February 2020. The Craft Coop opened a new craft area for children. Free arts and crafts activities were offered over the February half term which was very popular with families.
- Central Hotels Project - Hotel scheme works are progressing well and the current critical path milestones reached.
- Cemetery Extension - A request for additional funding for the main cemetery extension has been agreed and the project is progressing.
- Regional adoption agency- The recommendations/proposed actions from the cabinet report have been approved by Cabinet.

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

7.8. 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**

7.9. Manifesto pledges have moved RAG status since Quarter 3 2019/20. These are as follows:

- 7 have moved from Green to Met, which include:
  - 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

- We will invest £8 million to provide additional decent, affordable rented homes in Slough
  - 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
  - We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives
  - 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
  - We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app
  - We will redevelop the former Alpha Street car park site to provide new affordable homes
- 1 has moved from Amber to Green, which is:
    - 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

7.10. These movements result in a year-end position as follows:

- Out of the 43 pledges:
  - 20 have been Met in their entirety
  - 20 are rated as Green
  - 3 are rated as Amber

7.11. A detailed update for each Manifesto pledge is provided in the Manifesto Commitments Detail appendix

## **8 Appendices Attached**

- Balanced Scorecard
- Manifesto Pledges
- Project Portfolio

## **9 Background Papers**

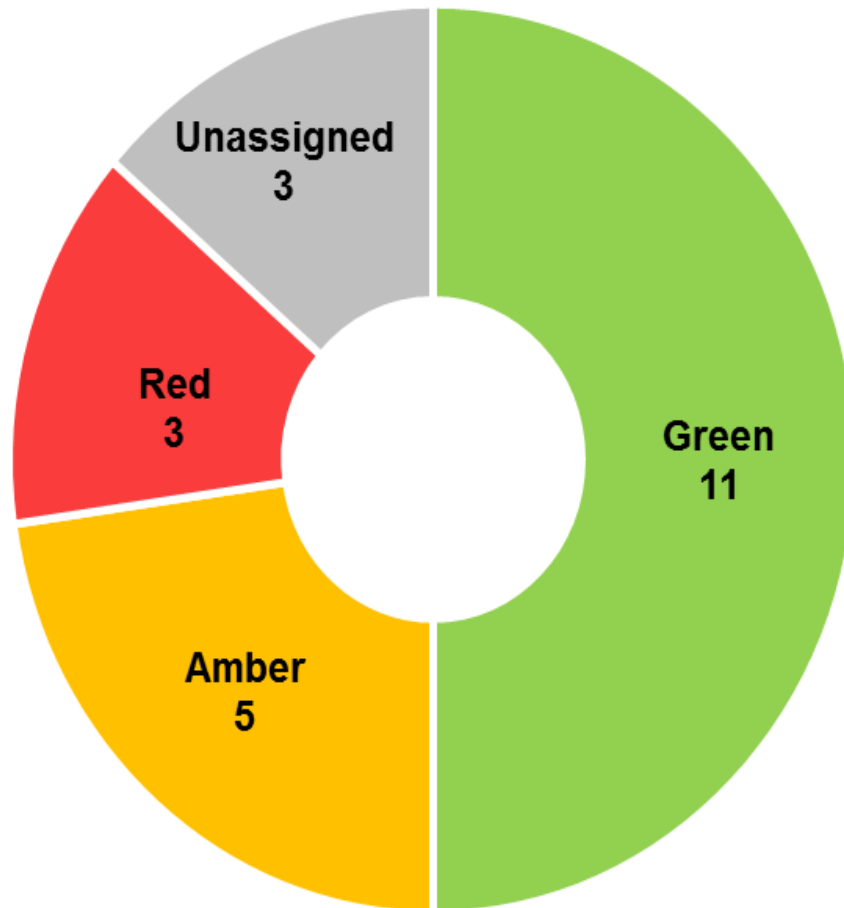
Please email [programme.managementoffice@slough.gov.uk](mailto:programme.managementoffice@slough.gov.uk) for a copy of Project Highlight reports for this reporting period.



## 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 0.0% (0)	↓	G 4.3% (5)	<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 584	↑	R 597	>=676
	Uptake of targeted NHS health checks	R 1.1%	↓	R 0.7%	>1.9%
	Percentage of residents inactive	R 35.9%	↑	A 34.4%	<34.4%
Outcome 3 Slough will be an attractive place where people choose to live, work and stay	Average level of street cleanliness	G B (2.00)	↔	G B (2.49)	>=B
	Total crime rate per 1,000 population	R 27.9	↑	A 26.9	<26.6
Outcome 4 Our residents will live in good quality homes	Number of homeless households in temporary accommodation	R 411	↑	A 359	<=350
	Number of permanent dwellings completed during the year	G 846	↓	A 534	>=550
	Number of mandatory licensed HMOs	G 148	↓	A 142	>=148
	Number of empty properties brought back into use	R 7	↑	G 30	>=30
Outcome 5 Slough will attract, retain and grow businesses and investment to provide opportunities	Business rate in year collection rate	G 97.3% (£104.7m)	↓	- 95.8% (£103.8m)	n/a
	Access to employment: unemployment rate	- 2.8%	↓	- 3.0%	tba
	Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)	G 7 mins 49s	↑	G 6 mins 13s	<10mins
Corporate health	Council tax in year collection rate	A 96.5% (£64.4m)	↓	- 96.1% (£66.6m)	n/a
	Percentage of household waste sent for reuse, recycling or composting	A 26.1%	↓	R 21.9%	>=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%

## Key Performance Indicators



Across all 22 indicators on the balanced scorecard, 50% were rated overall as **Green** (11 indicators), 23% were rated overall as **Amber** (5 indicators) and 14% were rated overall as **Red** (3 indicators). 3 indicators do not have a RAG status assigned.

The 3 indicators rated as **Red** are:

- Number of adults receiving a direct payment
- Uptake of targeted NHS health checks
- Percentage of household waste sent for reuse, recycling or composting

The 5 indicators rated as **Amber** are:

- Percentage of residents inactive
- Total crime rate per 1,000 population
- Number of homeless households in temporary accommodation
  - Number of permanent dwellings completed during the year
  - Number of mandatory licensed HMOs

Overall, between Quarter 3 and Quarter 4, 10 indicators moved in a positive direction, 9 indicators moved in a negative direction and 3 indicators stayed at the same level.

Further detail is provided in the table on the page above, and in the Cabinet Performance cover report conclusion section.

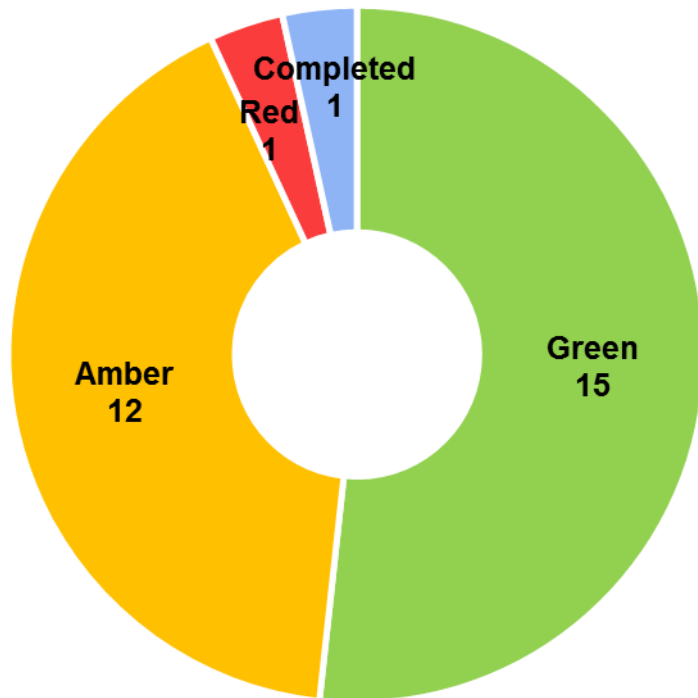
# Project Portfolio

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



At the end of Quarter 4 there were 28 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
Qtr-4	11	7	10	28

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, 53% were rated overall as **Green** (15 projects), 43% were rated overall as **Amber** (12 projects) and 4% were rated overall as **Red** (1 project). One project closed this quarter:

- Project arvato

The project rated overall as **Red** was:

- Capita One Hosting - Education Modules

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 4 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 and Hub build are both underway. The key programme risks relate to the impact of COVID-19 and utility disconnections and diversions.
Slough Urban Renewal	Green ↔	Green ↔	Amber ↔	Amber ↔	Business Board meetings continue to take place and the SUR financial model is being updated.
Major Highways Schemes	Amber ↔	Green ↔	Amber ↔	Amber ↔	Langley Harrow Market Scheme is now complete with some snagging remaining. Schemes relating to Elliman Avenue, London road and Park & Ride are being progressed.
HQ Relocation	Green ↔	Amber ↑	Red ↓	Amber ↔	Plans to move teams at St Martin's place are being made. Electric Vehicle infrastructure for additional pool cars has been completed
Central Hotels Project	Green ↔	Green ↔	Green ↔	Green ↔	Hotel scheme works are progressing well and the current critical path activities inclusive of the concrete frame are fully complete with the topping out ceremony milestone reached.
Cemetery Extension	Green ↑	Green ↑	Amber ↑	Green ↑	Cabinet approval for additional spend was obtained on 3rd February 2020. The one outstanding condition attached to the planning permission, regarding archaeology, has been discharged. Contract documents have been issued to preferred contractor.
Future Delivery of Children's Services	Red ↓	Amber ↔	Amber ↔	Amber ↔	Project has been placed on hold pending further discussions with the Department for Education.
Regional adoption agency	Amber ↓	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 ↔	Green ↑	Amber ↔	Green ↑	The Craft Coop opened a new craft area for children. Free arts and crafts activities were offered over the February half term which was very popular with families.

Gold Project title	Timeline	Budget	Risks & Issues	Overall Status	Comments
North West Quadrant	Red ↔	Amber ↔	Green ↔	Amber ↔	New portfolio project this quarter. SBC acquired the site to create a statement of quality in the centre of the borough that will set a new tone for market led schemes moving into the future. The design concept is for mixed use urban development around high quality public realm and spaces that is sustainable and adaptive to future trends in living and working.
Building Compliance	Green ↔	Green ↔	Green ↔	Green ↔	Works accordingly to action plan are progressing

**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:

**Clean Safe & Vibrant:**

Craft Coop pop up shop extended their agreement with Queensmere Observatory until February 2020. The Craft Coop opened a new craft area for children. Free arts and crafts activities were offered over the February half term which was very popular with families.

**Central Hotels Project:**

Hotel scheme works are progressing well and the current critical path milestones reached.

**Cemetery Extension:**

A request for additional funding for the main cemetery extension has been agreed and the project is progressing.

**Regional adoption agency:**

The recommendations/proposed actions from the cabinet report have been approved by Cabinet.

Key issues to be aware of:

**Capita One Hosting - Education Modules:**

Project was previously on hold. Work on the Council's infrastructure is needed to support the implementation of this project.

**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 one End Project Review and recommendations included:

- The importance of regular communication
- An established project plan including gate phases and milestones provides effective project management
- An organised meeting structure enables projects to be able to swiftly address unexpected challenges.

**Slough Borough Council**

# **Appendix B:**

# **Manifesto Commitments 2019/20**

**2019/20 – Quarter 4**

**(January to March 2020)**

**Strategy and Performance**

	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  December 2020  Nov 2019	<p>Stage 1 of the transport vision has been completed and approved by Cabinet.</p> <p>Stage 2 has been commissioned and is now supporting the Regen Framework objectives.</p> <p>Stage 2 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</p>	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	<p>Detailed design is underway and work is due to start on site for the MRT extension during Q3.</p> <p>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.</p> <p>BNP Paribas has been appointed to bring forward a final offer for land and/or to take forward CPO process.</p>	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	<p><b>Manifesto Pledge has been met.</b></p> <p>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.</p> <p>Free pilot for MRT users completed and usage supplied to Leaders office. Bus Lane enforcement is underway.</p>	✓






4	We will upgrade the council's fleet to electric/hybrid vehicles to reduce air pollution	Between Q2-Q4 2019/20  Q2 2020	Tenders back for supported service 4 and 6 includes minimum standard of EuroVI. This has been completed and is now running.  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.  Electric cars to be tendered in Q2.	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  Q3 2020	Locations currently being looked at to ensure maximum usage.  Officers will be firming up positions before the stations go in.  Delays to implementation due to product availability.	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.	✓

	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	<b>Manifesto Pledge has been met</b> 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.	✓

13	We will do more to make our neighbourhoods strong, healthy and attractive with 3 initial projects in Foxborough, Chalvey and Langley Kedermister	Ongoing	The Chalvey Strong, Healthy and Attractive Neighbourhood plan is currently being drafted and will be circulated to all partners for comment at the beginning of June 2020 with a view of having a final version of the plan by end of June 2020	GREEN ↔
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	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	<b>Manifesto Pledge has been met</b> On 12 development sites, there has been a handover of expected 20 new builds, but the Covid virus has delayed the development programme of a further 50 nearing completion. The award for phased demolition of Tower & Ashborne is in place. We acquired land at Langley college for the development of 100 new homes and procurement are actively supporting the tender process for construction vision of 263 homes.	✓
15	We will invest £8 million to provide additional decent, affordable rented homes in Slough	Mar 2020	<b>Manifesto Pledge has been met</b> We have delivered £8m investment for 2019/20 through programs for the improvement of health & safety compliance related works such as electrical systems and fire prevention that have accounted for 4468 differing actions to the end of march.	✓
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	<b>Manifesto Pledge has been met</b> The creation of a community led society via the DISH is with solicitors and progressing to registration which as a holding company is in place. We have taken a further step forward in the creation of DISH as a registered provider for profit and separately for not for profit as we have approached the regulatory body with a case for registration. We are advised by homes England process requirements is to create an interim a shadow board, which is being formed and led by the service lead for housing development & contracts.	✓

17	We will do more preventative work to tackle street homelessness, investing £250,000 in local homelessness initiatives	Mar 2020	The Rough Sleeper Outreach Team have been working steadily to improve the outcomes for rough sleepers. This year the official rough sleepers' count was 25, down on last year's figure of 27. This doesn't tell the whole picture. During the year, the number of rough sleepers on the streets fluctuated and they are never the same. At the end of the year, 46 rough sleepers were housed and Covid kicked in right at the end, which saw 78 rough sleepers accommodated temporarily.	
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><b>Manifesto Pledge has been met</b></p> <p>The piloting of the new repairs app is ongoing. The take up is under review as Osborne seek to introduce a new operating system, and there has been significant dialogue as focus on achieving fundamental customer care service.</p> <p>The environmental program is ongoing, and garages sites are either upgraded for modern parking or decommissioned for development. These are in progress and investment of £1m has been achieved and further progress is underway.</p> <p>The de-designated sites have had all asbestos surveys and removals with 5000 tasks complete. The low rise blocks have also been surveyed and tasks undertaken on the 491 sites. The sprinklers have been fitted in both high rise blocks and Broom &amp; Poplar.</p>	
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. Unfortunately, the next meeting was planned for March 2020 but due to Covid 19 and social distancing, this meeting did not take place.	GREEN 

	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>GREEN ↔</p>

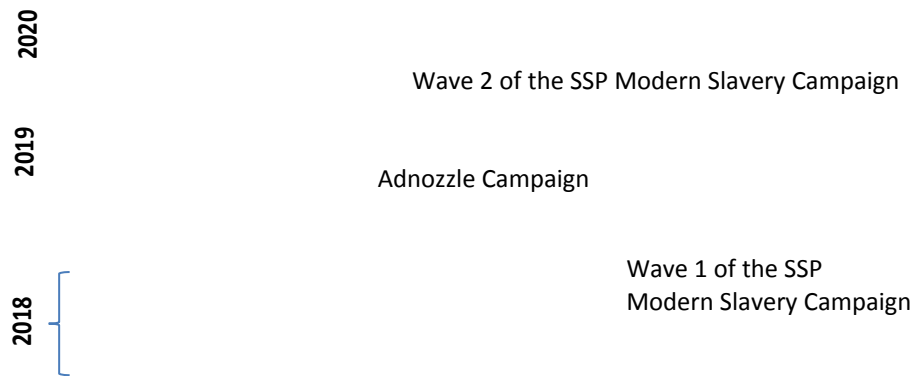
21	We will become a disability-friendly town and improve mental health support services, to support more people and help them into sustainable employment	Ongoing	<p>We will continue to develop co-produced asset based approaches and contribute to building more community resilience, which supports better 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.</p> <p>Co-produced asset-based development has gone from strength to strength, and received deserved accolades by Slough peer mentors being nationally recognised. Peer mentors have co-created and co-produced preventative approaches across town, including a development of training courses, five peer mentors action-researchers working across town and council, 11 participating in research by Oxford University and 18 presenting at conferences.</p> <p>We have also been successful at increasing employment opportunities both within our services and externally by linking up with employers.</p> <p>In addition, an outstanding website capturing our asset-based approach <a href="http://www.EnablingTownSlough.com">www.EnablingTownSlough.com</a> was co-produced and successfully launched at a conference in March to an audience at The Curve. All who were involved in the development and design of this unique website felt empowered by this project.</p>	<p>GREEN ↔</p>
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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	Jun 2019	<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>	GREEN ↔
		Oct 2020	<p>This years 5k family run has been postponed due to Covid19. Tender submissions for a external provider to run Slough's Half Marathon have been received and these are currently being evaluated.</p>	
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	Mar 2020	<p><b>Manifesto Pledge has been met</b></p> <p>In October 2019 we ran a 6 week campaign highlighting various forms of slavery and how it can affect children and adults. This campaign directed people to use the national Modern Slavery Helpline phone number as a single point of contact, and we hope</p>	✓
		Autumn 2019		

people in 2019/20

to see a rise in call from Slough as people report their concerns.

Data from the modern slavery helpline demonstrates that during October - December 2019, when wave 2 of the Safer Slough Partnership Modern Slavery campaign ran, 6 calls were received from Slough regarding concerns of modern slavery; following the campaign, between January-March 2020, 10 calls were received. Whilst we have not seen the same level of increase as was witnessed for wave 1 of the modern slavery campaign, calls to the modern slavery helpline remain higher than they were prior to campaign work beginning in Oct 2018.



In total since the Choices programme started in Slough, over 7000 pupils have benefitted targeting drivers of vulnerability and supporting them to avoid gangs, sexual exploitation and radicalisation. From Q2-Q3, two primary schools dropped out of the programme. So, as of January 2020, there are 18 primary schools still delivering the year 5 and 6 programme and, in total,



the programme will reach over 144 teachers trained and over 1,000 sessions for 3,280 pupils delivered this year. In a recent Ofsted inspection of Ryvers Primary School in Slough, the inspectors reported the “pupils feel safe in schools and learn how to manage risks. The ‘choices’ scheme helps pupils to consider the impact of their actions and how they can overcome peer pressure” (Ofsted, October 2019). The programme also being rolled out to 9 secondary schools which is completing design phase, with delivery starting this term.

Delivery of the school based Choices Programme has been somewhat impacted by the Covid-19 pandemic, as a result of schools being closed due to government lockdown restrictions.

The pandemic has provided a timely reminder of the skills young people need in this unpredictable and rapidly-changing world, such as informed decision-making, creative problem solving, and, adaptability. All of these skills are core components in the delivery of the Choices Programme, but under present circumstances, to ensure the development of these skills remains a priority for all young people, resilience must be built into our educational systems. This must be done in a way that guarantees broad access for all to avoid a situation where the digital divide becomes more extreme.

Current focus is centred around the development of a remote learning module and framework, which would support the choices programme being delivered virtually within the home environment. Delivery will focus initially on Year 6 owing to the transition to secondary school having been identified as a pivotal point within a young person's development. Remote delivery within the home environment would also better enable parents to engage with their children in topics explored within the programme, allowing learning to continue beyond the classroom environment.


25	We will tackle inequalities locally and work to improve health, life chances and opportunities for all our residents	Ongoing	<p>Slough Inclusive Growth Strategy helps to outline how we can support communities into employment and training. Strategy is due to be adopted by Cabinet in June.</p> <p>Research on how Slough residents feel about their health has now been reported to Wellbeing Board and Health Scrutiny as planned in Sept-19. Findings have been published online: <a href="#">Slough Health Beliefs</a>.</p> <p>Smoking remains a priority. An external funding bid for additional smoking cessation funding to the Better Care Fund was unsuccessful in Q3. However, we are now reviewing our approach with a view to a broader tobacco control. In Q4 in response to Covid-19, we drove a multi-media campaign to 'Quit for Covid' due to the emerging links with worse outcomes for smoking.</p> <p>The new integrated wellness service, 'Health &amp; Wellbeing Slough' launched on April 1<sup>st</sup> 2020. It covers our key prevention programmes, including stop smoking, weight management, falls prevention, NHS health checks, behaviour change, brief alcohol interventions and oral health. In Q4, in response to Covid-19, it shifted a large proportion of its services to telephone and digital offer.</p>	GREEN ↔
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	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 - ongoing	<p>Arvato contract exit has now concluded and services have transferred successfully with the Q3 focus on stabilising services and understanding current operational practices. This has now been completed.</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 - in place and fully operational.</li> <li>➤ An extension to the current CRM solution has been commissioned to ensure continuity of service - in place and fully operational.</li> <li>➤ Data mapping and development work is ongoing as per business need but have multiple reports that have helped provide insight to service development relating: <ul style="list-style-type: none"> <li>• LMP Decant,</li> <li>• Web site traffic,</li> <li>• UC claimants in Slough,</li> <li>• Top Debtors in Slough – currently being updated to include more services : ASC / Parking</li> <li>• Event management - and bonfire ticket sales</li> <li>• Hubs and ward profiles</li> <li>• Census Data support</li> <li>• Service request insight made through Customer Services</li> </ul> </li> </ul> <p>➤ A business case for a customer insight tool that helps to</p>	GREEN N ↔

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 has been agreed through the governance boards and is now pending an IT Technical review.

- IT has been fitted to all occupied floors in the new council HQ at 25 Windsor Road.
- A new corporate telephony solution has been rolled out in conjunction with a remote working programme.
- A comprehensive IT health check is being undertaken on returning infrastructure to identify priority risk and investments required. Penetration testing currently being undertaken to identify vulnerabilities. Remedial plans being developed.
- A new digital platform solution (Jadu) has been procured, and workshops were held with all business areas regarding preparing processes for new website. The procurement for integration delivery partner is ongoing.
  
- Office 365 pilot is ongoing.
  
- Large volume of remote working kit (laptops, mobile phones, remote access tokens) was rolled out in response to Covid lockdown.
  
- Bluejeans video conferencing has been enabled for remote collaborative working.
  
- Work now is commissioned to investigate an appointment system for the local access points - to manage demand and support the wider transformation principles of self service resulting from the decision to introduce a localities



			<p>offer to the residents.</p> <ul style="list-style-type: none"> <li>➤ Blue Badge payments are now available for payment on line through Civica - this in turn will help manage the demand into the local access points as well as improve access channels to make payments and support the councils ambition to move to Cashless.</li> <li>➤ Licensing payments have now been enabled for payment online via Civica – all in preparedness to move to the locality model as well as improve access / manage demand and to support the Cashless project.</li> <li>➤ Business case developed relating to Pay point to arrange payments for LWP - Contract being reviewed with corporate finance to confirm contract matters.</li> </ul>	
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 January 2020	<p>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.</p> <p>Work has continued on site to build the new Chalvey School and hub but the construction programme has been affected by COVID-19 and the opening is now expected to be delayed until January 2021.</p>	GREEN ↔

28	We will involve residents in shaping 'meanwhile' improvements and in the longer-term redevelopment plans for the town centre	Ongoing	<p>Continue to promote consultation events set out by Developers. Most recent is Slough Central by British Land.</p> <p>Working with HOME Slough to support events and activities as part of the Meanwhile offer by British Land.</p> <p>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.</p> <p>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.</p>	<p>GREEN N ↑</p>
29	We will add further discounts to our new Residents' Privilege Scheme, the 'Slough app'	Ongoing	<p><b>Manifesto Pledge has been met</b></p> <p>Explore Slough App went live on 24 June 2019. Working with businesses to ensure we keep offers live and plentiful.</p>	




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	<p><b>Manifesto Pledge has been met</b></p> <p>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).</p> <p>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.</p> <p>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).</p>	
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 early 2021.	<p>GREEN</p> <p>↔</p>

	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	<p>Work is progressing on all schemes with a major focus being the emerging town centre framework masterplan. This is due to be presented to Cabinet in September 2020.</p> <p>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.</p>	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	<p>Ongoing discussions with British Land on the masterplan for the site. Their Slough Central public consultation launched May 2020.</p> <p>Horlicks Planning Application approved.</p> <p>S106 agreement signed.</p> <p>Horlicks Factory redevelopment work has begun.</p>	GREEN ↑
35	We will redevelop the former Alpha Street car park site to provide new affordable homes	December 2020	<p><b>Manifesto Pledge has been met</b></p> <p>The site has been developed by Slough Urban Renewal to provide new homes. 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.</p>	✓



36	We will bring forward plans for a 'meanwhile' improved food and beverage offer for the town centre while major regeneration takes place	Ongoing	<p>Exploring opportunity to work with ARUP on a holistic Town Centre Meanwhile Strategy, which would propose relevant meanwhile activities on appropriate sites with the most viable operators. This strategy would inform all developers in the Town Centre in their own meanwhile planning for their individual site.</p> <p>Exploring options for a Social Enterprise Quarter, Food &amp; 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.</p> <p>Meanwhile use discussions with partners are picking up pace with a number of opportunity sites being reviewed for meanwhile uses in the town centre.</p>	<b>AMBER</b> 
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>Designs and location are near completion and now awaiting discussion with the SUR. Planning App still awaited.</p>	<b>GREEN</b> 

	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>£12.4m spent from 2019-20 on providing a site for Grove Academy and an expansion of places at Langley Grammar School.</p> <p>£3.1m spent in 2019-20 providing new SEND Resource Unit at Marish Primary Academy.</p> <p>£328K spent in 2019-20 on providing refurbished buildings for Haybrook College and Littledown School and improving access at Arbour Vale.</p>	GREEN ↔
39	We will facilitate a brand new through-school with community sports provision in Chalvey	October 2020	<p>In Q1 2019, 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></p> <p>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 May 2020, we can report the following progress:-</p> <p>28 Apprenticeships in SBC</p> <p>28 Apprenticeships in flight of which 22 are Slough residents (79%)</p> <p>17 existing staff on Apprenticeships of which 14 are Slough residents (82%)</p> <p>11 external new Apprentice recruits, of which 8 are Slough residents (73%)</p> <p>14 Apprenticeships in development.</p>	<p>GREEN</p> 
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	<p>The Early Intervention Youth Fund project 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</li> </ol>	<p>GREEN</p> 



			delivery models.	
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- The project to expand CCTV coverage in Salt Hill Park started in February, but due to the current pandemic, is on hold.

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15 June 2020

**CONTACT OFFICER:** Lisa Humphreys, Chief Executive, Slough Children's Service Trust & the Trust Board, Slough Children's Services Trust

**(For all enquiries)** 01753 875395

**WARD(S):** All

**PORTFOLIO:** Cllr Martin Carter

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

**SLOUGH CHILDREN'S SERVICES TRUST ANNUAL REPORT****1 Purpose of Report**

The attached appendix is the Annual Report of Slough Children's Services Trust. This report would usually be presented to Children's Overview and Scrutiny and was due to be considered at the April 2020 meeting. This meeting was postponed and rearranged due to the Covid-19 pandemic. The report is to be received at the Council Cabinet meeting of the 15 June 2020 as the next timely Council meeting in the Council calendar.

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

The Cabinet is requested to note the report for information as part of the contractual arrangements between the Trust and the Council.

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

The work of Slough Children's Services Trust delivers statutory social care services to the children and families of Slough. The purpose and function of the service delivery fulfils priority 1 by protecting vulnerable children. The work of the Trust is naturally involved in priority 3 of improving mental health and wellbeing for both children and their families.

*Priorities:*

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**

Within the five year plan, the work of the Trust contributes to two key outcomes namely:

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

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

The second outcome is as result of successful support to children, families and carers so that the vast majority of children and families are able to positively manage without the need for ongoing statutory social work intervention.

#### 4 **Other Implications**

(a) **Financial**

There are no financial decisions required in this paper as financial decisions have been made in other Cabinets. The paper is for information only.

(b) **Risk Management**

Not applicable for this item and context.

(c) **Human Rights Act and Other Legal Implications** (*Compulsory section to be included in **all** reports*)

This is not directly applicable for this information only item.

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

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

#### 5 **Supporting Information**

None.

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

This item has not been received by Children's Overview and Scrutiny as was scheduled and planned in April 2020.

#### 7 **Conclusion**

The Trust Annual report is presented to Cabinet as the next available committee in the Council calendar.

#### 8 **Appendices Attached**

'A' Slough Children's Services Trust Annual Report.





# Slough Children's Trust Annual Report April 2019 to March 2020

**Policy/Report Summary**  
Slough Children's Trust Annual  
Report April 2019 to March  
2020

**Report Owner:** Michelle  
Gwyther, Transformation  
Programme Manager

**Version:** 1.0

**Date:** March 2020

**Review Date:** March 2021

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St Martins Place, 51 Bath Road Slough SL1 3UF

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9487106



A hands-on approach to help children in Slough be  
..... Safe, Secure and Successful

## Foreword by Robert Tapsfield, Board Chair

The Trust started the year full of optimism and with expectations of being able to build on the successful outcome of the Ofsted Inspection in January 2019 when children's services were deemed to be Requires Improvement and no longer inadequate. We were looking forward to taking the steps necessary to continue to improve our services, and as you will see from this report the Trust has succeeded in continuing to improve services which is a credit to staff. But we have faced significant and unanticipated challenges which have had and will continue to have an impact on our performance. This includes the impact of Covid-19 which will challenge how we maintain services and respond to the potential impacts on children and families in Slough.

The improvements that we have made are described in detail in the report and are a testament to the work of senior leaders and of staff at all levels of the Trust who share a determination for services to improve. The Trust continues to ensure that the voices of children are heard, both on a daily basis and through our Reach Out (Slough's Children in Care Council) group and we are listening more to the parents of children who are engaged with us. Their views have contributed to the development of improved child protection conferences. It is particularly encouraging to see that a restructuring of services for care leavers, a part of our transformation programme has led to an improvement in the service care leavers receive and that securing permanency for children in care is also performing well.

Demand for our services has continued at unexpectedly high levels and this has put significant pressure on our services and finances. This has inevitably had an impact on the capacity of some services for some children and families who require our services. Staff have worked hard to manage this prolonged increase in demand and, the Trust has taken steps to ensure that all children and families receive services that will keep children safe, and will support and help them to reach their potential.

The Trust will continue to take the steps necessary to improve children's services in Slough and we look forward to being able to complete our transformation programme which will enable us to increase our resilience, maintain levels of front line social workers and improve our practice. We look forward to there being agreement on the future arrangements for the delivery of children's services in Slough which we think is necessary for the improvement journey to continue.

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**Summary**

In January 2019, Ofsted told the Trust and the Council that the services provided were considered Requires improvement to be good. This was a massive and significant achievement for the Trust, however there were improvements to focus upon in six specific areas to enable services to get to good. These were:

- The quality of children’s plans, so that they include clear measureable actions, with timescales for delivery and clarity about what will happen if concerns do not reduce.
• The timeliness of initial health assessments when children come into care.
• The way strategy discussions are convened, so that processes are clear and relevant agencies participate in initial decision-making.
• The quality of assessment, planning and service provision for privately fostered children and homeless 16 and 17 year olds.
• The rigour of planning and coordination for children at risk of exploitation.
• Sufficiency of local placements to meet the needs of older children and for care leavers.

Following the inspection, the Trust developed an improvement plan and made significant progress in conjunction with partners in addressing areas for improvement. Many of these improvements have been maintained, however, this sustainability has been tested with a combination of increased demand commencing in the autumn and significant financial challenges which is impacting on reported key performance indicators.

## Delivering quality child and family-centred services

### Our strengths and where we have seen improvements in practice

#### Addressing the timeliness of Initial health assessments (IHA's) (*Ofsted area for improvement*)

We have seen a continued improvement of initial health assessments (IHA) following a grip on timeliness and closer working ties with health partners. Between April 2019 and January 2020, 65% of new children into care received an IHA in time, an increase of 25% from January 2019. This has been achieved through careful tracking by a single point of contact within the Trust, and both Trust and health professionals holding each other to account through a shared escalation policy as an example of effective joint working on a specific issue. Since the January 2019 Ofsted inspection, the average number of working days to complete an IHA has fallen from 26.4 days to 22.5 days, and the Trust is on course to achieve the statutory timescale of 20 working days.

#### Better outcomes for children and young people though achieving permanence

The required average duration for care proceedings is 26 weeks and Slough's current average performance is 20.3 weeks, the best in Berkshire. Apart from April to June 2019 where there was a considerable dip in performance to an average of 45.9 weeks caused by issues outside the control of the Trust, Slough is amongst the top performing of all LA's in Berkshire. There has also been an improvement in the quality of care proceedings and consistency of care planning, with no court applications being dismissed.

Slough is also leading the way on adoption timeliness. The DfE's threshold for children entering care and being placed with a family for adoption is 426 days, and from July 2018 through to July 2019 the Trust equalled this threshold averaging 427 days across 10 children. In the last six months, Slough's Voluntary Adoption Agency has reduced the time from entering care to being placed for adoption to be an average of 398 days across 12 children, an incredible 29 days under DfE threshold.

#### Positive outcomes for the education of looked after children

With the support of the Trust's "transformed" Virtual School, Slough's looked after children have seen some amazing results in the last academic year. Educational performance has matched or bettered CLA peers across the country and attainment matched non CLA peers in all key stages except for Early Years foundation where the overall attainment was just slightly below. The GCSE results for June 2019 were better than national and statistical neighbours and matched Slough's best every results. Record numbers of our young people are accessing university with 6 young people in September 2019 joining the 7 young people already studying at university.

This success has been achieved with a forensic focus on support to improve attendance, a reduction in exclusions from 44 in 2017/18 to 15 in the 2018/2019 academic year and 100% of children have a Personal Education Plan to support their learning.

#### Significant improvements in Care Leaver Support

In October 2019, the Trust welcomed back Mark Riddle, National Advisor from the DfE to assess its response to his visit to the Care Leavers service in December 2018. In April 2019

the Trust created a ring fenced care leaver service which included an assistant team manager to increase management oversight and a strengthened personal advisor service to focus solely on support for care leavers. This change has retained staff so that the service is staff by permanent staff and this stability has supported consistent performance.

The Trust refreshed its Local Offer for care leavers aged up to 25, co-designing it with care leavers. It builds on the strong relationships with the Council, Job Centre, Probation, Drug and Alcohol services, Prison Service and placement providers to provide a more effective joined up local offer for care leavers.

In his letter dated 1st October 2019 to the Trust Mark Riddle noted good improvements in a number of areas including *“an exceptional health offer to care leavers up to 25yrs”*, *“the housing offer is good with a good range of support tailored to care leavers”* and *“Investment in Personal Advisors has kept caseloads consistently low.”* The work of clinicians in supporting care leavers has also been identified by Mark Riddell as *“being an area of innovative and positive practice”*.

### **Breakaway’s Good Ofsted rating**

In July 2019, the Trust’s children’s home, Breakaway received an Ofsted rating of ‘good’. Breakaway provides overnight short breaks, after school visits and occasional day care for children from 6 years of age up to their 18th birthday, and many areas of the service received high praise during the inspection. As with all children’s homes, Breakaway receives interim visits from Ofsted and in February 2020 received a judgement of sustained effectiveness which meant that it was still achieving “good” outcomes.

Breakaway is due to undergo refurbishment from early May 2020 and its residents will move into a next door property until this is completed in January 2021. It is anticipated the improvements to the current premises will address some of Ofsted’s current recommendations and enable the provision to push for “outstanding” in its next full inspection.

### **What we are still improving and how we are doing this**

#### **Sufficiency of local placements to meet the needs of older children and for care leavers and the quality of assessment, planning and service provision for homeless 16 and 17 year olds (Ofsted areas for improvements)**

The sufficiency of suitable placements for adolescents with complex needs remains a challenge. 71.3 % of children looked after are placed within Slough or within 20 miles of the borough, only 3.7% off Slough’s target of 75%. Given that Slough is a small borough of 12.5 square miles and needs of children and young people are increasing complexity, some continue to be placed outside of the borough to manage risk and ensure their safety. The average distance placed outside Slough is 22.9 miles and newer entrants into care have an increased likelihood of being placed outside of Slough boundaries with 1/3<sup>rd</sup> of children who have become looked after in the last 12 months placed more than 20 miles outside of Slough, an increase of 14.9%.

We have been working with local providers to build a better understanding of each other’s needs and requirements to be able to place children and young people in more locally based provision, and the Trust is working towards progressing new arrangements with local

providers. The Commissioning Lead (due to start in May 2020) will provide a greater focus on commissioning activity going forward to address the semi independent market and more effective management of emergency placements with the aim of delivering a more cost effective service going forward.

Placement stability is a positive indicator of sufficiency meeting needs. As part of the Ofsted improvement plan, the Trust targeted itself to increase the percentage of children looked after in the same placement for 2 years or more from 64.8% in January 2019 to 70% in March 2020. This target was achieved in August 2019 and has steadily increased over the last five months to reach a high of 77.2%.

Slough continues to outperform both England and statistical neighbours in the suitability of accommodation suitability for care leavers. 90% of 17 and 18 year old care leavers and 84% of 19 to 21 year old care leavers live in suitable accommodation which is evidence of stable and sustainable progress as of April 2019 with figures of 92% and 80% respectively. No care leaver lives in bed and breakfast accommodation, something the Trust is pleased to state hasn't happened for many years.

In July 2019 the Trust and Council's Joint Parenting Panel formally ratified the 'Getting it Right for Homeless 16 & 17 year olds' as the joint protocol between the Trust and SBC to support young people where homelessness appears not to be immediately preventable. The Trust and the Council also collectively invested in the role of a Young Persons Advisor to support any young person under the age of 18 who present as homeless either to the Trust or to Housing Services. The first post holder left shortly after being appointed and the role has since been refilled.

Ofsted welcomed the Trust's robust approach to additional questions about unregulated in the Trust and Council's 2020 Annual Conversation. Ofsted saw that the Trust has a detailed process that it follows to ensure children are in the most appropriate placement and a comprehensive quality assurance process which includes being part of a consortium framework that completes checks and further monitoring by a cross authorities group. Ofsted stated it wanted to use the Trust's approach as an exemplar of good practice for other LA's, but the Trust still wants to keep strengthening its response to placements and provision to reduce the number of young people aged 16 – 18 years old (currently 19 and 17 of whom are Care Leavers) who live in semi-independent provisions not regulated by Ofsted.

### Closure of Mallards

In conjunction with the LGA a decision was taken by the Trust to close Mallards, Slough's only children's home in mid-2019. The view of the Trust was that it wasn't a viable option for a number of reasons. This included the location and fabric of building which hadn't kept pace with the changing landscape of children's residential care alongside the cost of developing and maintaining the building. Given the small size of the building, the Trust was unable to have full occupancy as it had to carefully match children with complex needs, many of whom could not be placed within the same residential care. This resulted in both the overall and unit costs of running Mallards becoming disproportionate and better value for money externally.

The two long term residents placed in Mallards already had plans in place to move to independence and supported living by mid-June 2019, leaving Mallards the unit empty. This

gave the Trust the ideal opportunity to close it down. All staff working in Mallards were redeployed across the Trust retaining their skills sets with no redundancies. Savings delivered from closing Mallards have helped towards expanding the placement choice to meet the needs of children with more complex needs.

### **Increase the number of foster carers (to help meet sufficiency of placements)**

The Trust's Independent Fostering Agency (IFA) and communications team continues to prioritise the recruitment of in-house foster carers to provide placements in or closer to Slough. A microsite has been developed with anecdotal feedback of being more user friendly, a detailed marketing strategy based on customer insight has delivered some innovative communication, social media and public relations campaigns.

The Trust developed two strong Fostering Fortnight campaigns in May 2019, one of which involved foster carers sharing their stories, and the second showed foster children's views on fostering and ran during Fostering Fortnight and a couple of weeks afterwards, generating over 50 leads. There has also been work to build relationships with community faith groups and business, and the Trust started a short code text service to make it easier for potential foster carers to get in touch.

This resulted in a significant increase in fostering leads through digital channels, with a tripling of leads compared to the previous year and the Trust recruited 5 new sets of foster carers between April to December 2019. It was identified in late 2019 the conversion rate of foster carers was too low compared to the high volume of enquiries, a new Practice Manager took over responsibility for this work and the pace of response has accelerated.

To support foster carers we are working more closely with our existing foster carers as a key improvement partner, engaging with them to gauge their level of satisfaction and identify suitable mechanisms that will help them feel more supported, appreciated and retain them. In September 2019, the IFA investigated the feasibility of a fostering mentor scheme, and by December 2019 three foster carer champions have been appointed to provide support for all new foster carers through their first year of fostering.

### **Making the Independent Fostering Agency 'Good'**

Ofsted's regulatory inspection of the Trust's Independent Fostering Agency (IFA) in April 2019 judged it to be inadequate and Ofsted issued four compliance notices. Two monitoring visits were conducted in June 2019 and August 2019 with positive feedback from Ofsted on both visits, and the August 2019 monitoring visit confirmed all compliance notices were met. The IFA is currently awaiting its next regulatory inspection which was due by the end of March 2020 but has since been deferred to an unknown date as a result of the coronavirus outbreak.

There has been a refresh of the management structure which resulted in the appointment of the IFA Service Manager in June 2019 and both the IFA's Registered Manager and Responsible Individual were appointed to in August and October 2019 addressing a weakness in the service's structure.

A robust IFA improvement plan was recognised by Ofsted in the August monitoring visit as being a detailed review of the areas in need of development and a clear roadmap for the

IFA to get to good. A grip on performance is driving forward improvements and key performance indicators are showing a positive trajectory, though no one is complacent and there is still work to do.

**The quality of children’s plans, so that they include clear measureable actions, with timescales for delivery and clarity about what will happen if concerns do not reduce.**

*(Ofsted area for improvement)*

Slough’s most recent SEF refresh identified the need to achieve a consistency in written practice, especially the quality of children’s plans. The increased demand since autumn 2019 has seen an increase in the number children subject to children protection plans rising to be above both statistical neighbours and England average, and as a result has put pressure on achieving consistently good social work practice.

For those on a Child Protection Plan, 8% of plans are closed within the first six months and 51% within a year, with repeat CP plans at 17.2% (a slight drop from end of 2019 figures). Out of the 238 child protection registrations since April 2019 to January 2020, only 41 (17%) were re-registrations (children who have previously been on a CP plan,) and only 5/41 (12%) were within 12 months of the previous CP plan end. This is good evidence of social work plans effectively resolving need at the earliest opportunity and the additional staff in the CP teams through the Transformation Programme will drive improvements through a focus on the simple things that have a big impact on outcomes for children.

Clinicians who are at the heart of our systemic model provide in-depth consultations to practitioners to influence child protection and care plans. In doing so they are positively contributing to family relational resilience to keep children from becoming looked after and prevent placement breakdowns with 102 children, young people and families supported since April 2019.

Recent audit activity showed practice in relation to care plans is improving but there is scope for further development to achieve consistency despite increases in demand. Since April 2019 there has been a 20% increase in the percentage of Pathway Plans completed with 72% of Care Leavers having an up to date Pathway Plan, but there is still more to do to reach our 100% target. However, the targeted support evidenced in these plans are producing positive performance for our care leavers with the majority in suitable accommodation and the numbers in employment, education and training (EET) both above statistical neighbours and the England average.

**The quality of assessment, planning and service provision for privately fostered children**

*(Ofsted area for improvement)*

Since March 2019, three new private fostering assessments were completed bringing the total number of private fostering arrangements in Slough to four, which although in line with our statistical neighbours needs to be increased. We continue to raise awareness across professionals and partners in education, health and the community, as well as social work staff via an e-learning package and the communications team regularly includes private fostering in its social media messaging and marketing campaigns.



## Being an employer of choice

### Growing Our Own and retaining them

The Trust has created a place where newly qualified social workers want to come and work and stay. In February 2020 we welcomed the seventh cohort of newly qualified social workers since September 2016 to complete our Assessed and Supported Year in Employment (ASYE) programme. Historically the Trust has a strong retention rate with nearly 60% of the 34 newly qualified social workers who have completed their ASYE programme from 2016 remaining with the Trust.



To continue to grown our own, the Trust supports the Step up to Social Work programme, welcoming 10 new students in the last two years. It has also enabled student social workers to get a taste of social work in Slough in their student placements, and in September 2020 the Trust will be offering 3 social work apprenticeship places in partnership with Slough's Adult Social Care Services. The Trust was exceptionally pleased to receive the following feedback from a father of a child we have supported about one of the Step up to Social Work students who completed their ASYE last year.

*B's father outlined that he was very anxious and nervous when the Trust became involved, as he is 'old school' and has a negative view of statutory intervention. However 'dealing with A has completely changed my view.....she has been absolutely fantastic and changed B's path'.*

*The feedback outlines that A's approach, commitment and drive to arrange a plan in a short period of time (to keep B out of care) has been invaluable to the family. B was outlined to be at the centre of decision making, but the father also felt the whole family was considered and explored. A was outlined to have developed a network and support which may not have otherwise been possible due to the escalating behaviours the family where struggling to manage.*

The Trust doesn't just support those starting out on their social work careers. Many experienced social workers are being helped to become Practice Educations through the PEPs 1 and PEPs 2 programme. This will strengthen our senior practitioner cohort and will provide social work staff with a variety of career pathways, a principle of the Transformation Programme.

### Recruiting new staff

The Trust had a good response when it opened its doors to potential new recruits as part of the Recruitment evening in November 2019 and 6 staff were recruited as a result. This was to be the first of many events but we have had to postpone the one scheduled in April 2020.

The Trust implemented a master vendor arrangement with Sanctuary personnel in March 2019, and whilst this has assisted in regulating the costs for agency staff, there has been a limited amount of success regarding the recruitment of permanent staff. The current market for recruiting staff is highly competitive, and feedback from agencies is that Slough's historical reputation in the marketplace is taking longer to change, meaning experienced social workers are reluctant to come and work permanently in the area. There have also been concerns expressed by agencies, prospective staff and employed staff around the speculation that has occurred on the future of the Trust and the speculation on the future financial security and whether there will be future job security.

The recruitment of permanent staff has been largely driven by the Executive Leadership Team and this has had some success throughout a large part of the year, but with increased demand for services and speculation on the future of the trust the success of permanent recruitment has declined. The workforce profile is currently 67% permanent and 33% agency with the number of permanent social work staff at its highest levels since February 2020 (51/76). However, this has been largely due to staff recruited in late autumn and the ASYE's who started in February 2020, and the numbers of agency staff are still too high.

### Focusing on the retention of staff

There has been a recent turnover of staff, especially in the Front Door which has coincided with the increase in demand. The CLA service, although staffed by permanent staff which has been a key factor in improvements in practice, was stable for many months and started in the autumn to show a gradual increase in turnover which means the percentage of CLA who have had two or more changes in social worker in the last 12 months rose from 18.9% in April 2019 to 33.8% in January 2020.

The introduction of IR35 in April 2020, which although now postponed for a year after government legislation around covid-19, caused some agency staff to seek what they perceived to be better packages which included accommodation and travelling costs and leave for other roles. The delay in changing tax rules gives the Trust longer to talk to agency staff and encourage them to move from temporary to permanent roles.

The Trust undertakes to understand staff morale through a variety of mechanisms and includes the staff health check survey which has been carried out for the last 2 years. The latest health check in June 2019 found staff morale was high and there are plans for a third later this summer. Pulse surveys, comments boxes, Chief Executive staff surgeries and the peer staff thank you scheme all provide the staff with opportunities to give their views about what is going well and what is not going as well. In the latter part of 2019 and early 2020, there have been a number of whistle blowing concerns concerning the Trust to the Council and Ofsted. The Trust Board have decided to have these independently investigated for both transparency and to ensure we learn from these. Staff have been informed of this decision. We know that our staff are extremely committed to both children and families and to the

work and ethos of the trust. We are proud of our staff work ethic and the improved quality of the social work and support services that are offered to the vulnerable children of Slough.

## Modelling strong and inspiring leadership

### Leaders prioritise the needs of children

In the autumn, the Executive Leadership Team was strengthened with the creation of the Assistant Director of Quality Improvement Practice and Performance post and a new Director of Operations joined the Trust following the retirement of Eric De Mello. Both leaders brought with them a positive track record for good quality service delivery and outcomes for children, and in their first few months have driven forward the alignment of the Quality Assurance and Performance Framework and embedding across the Trust, a strengthening of Front Door arrangements and a focus on the recruitment of high quality staff.

### Using the voice of children, young people and their families to shape services

Reach Out! (Slough's Children In Care Council) have a visible influence on initiatives across both the Council and the Trust. Over the last year they have been instrumental in the refresh of our Local Offer for Care Leavers which was recognised as a strong offer by the DfE in October 2019.

As well internal surveys for Children Looked After the Trust commissions external surveys such as 'Bright Spots' to get impartial feedback from children in care, and in the summer of 2019, 25% of Slough's looked after children completed this survey. The survey gave the Trust some areas to work on, including increased contact with family members and siblings and finding ways to mitigate the impact of changes in social workers on children, but most pleasingly 94% of Slough's children in care felt their lives were improving.

The Trust has been trialling capturing service user feedback as part of audit activity in Practice Learning Week's during 2019 with a view to making this part of business as usual auditing activity in January 2020. However, the increase in demand has had a negative impact on auditing activity in recent months and the move to contact service users has been paused to enable frontline managers who routinely audit to focus on practice.

### Developing the Trust's culture

In November 2019 after a lot of collaboration and co-creation with the Employee Engagement Group, the Trust launched its new values which have the child at the heart of everything that we do. The Chief Executive in February 2020 as part of her regular staff briefings reinforced the values to all staff, thanked those who played a huge role in co-creating them and the values champions who are embedding them in their services. These values are being written into new and existing job descriptions so that they are lived by all staff, permanent and agency



### Embracing external challenge

The Trust continues to welcome external challenge and has invited the DfE and other local authorities to help improve services. In early March 2020, Hampshire as a new Partner in Practice conducted a peer view of the Trust's Youth Offending Services and serious youth violence work to sense check the effectiveness of the service in its pending HMIP inspection. The peer review found lots of positives and left the Trust with areas to further improve to work on but confirmed effective working in service delivery. The Trust awaits the formal report.

### Encouraging innovation

#### New child protection conferencing model

During Slough's second Practice Learning Week in April 2019, it was identified child protection conferences needed to include children and families more effectively, and a project started in July 2019 to make the conferences shorter, more participatory and increase the quality of plans by training staff to complete danger and safety planning to a high standard in advance of conferences. Over the last six months a total of 164 frontline staff have been trained. To include partners briefing sessions have been held for designated safeguarding leads in schools and there are plans underway for other frontline professionals across the partnership to be trained in the new style conferencing.

The impact of this work is already being seen as in January 2020 95% of Initial Child Protection Conferences (ICPC's) resulted in a child protection plan suggesting more robust decision making and planning earlier on and only those cases more likely to result in a CP Plan are being progressed. The Trust has increased the capacity of child protection chairs and this will have a positive effect on child protection conferences and plans.

#### The Trust's Virtual School innovating to prevent exclusions and get children into education

Our Virtual School, already recognised by Ofsted as transformative, started a pilot scheme in the summer with four local schools to reach out to children subject to child protection and child in need plans. This focused on children who were missing education, on part-time hours, not allocated a school place and were at risk of contextual safeguarding, and getting them into schools would enhance their safety. A small scale sample of work with 54 children in the summer showed promising results to ensure vulnerable children were in school and receiving appropriate educational provision. The additional resource to make this pilot

scheme 'business as usual' has been secured, and in the last 10 months 130 children have been supported. In carrying out this work the Virtual Schools is a key partner with social workers in achieving positive outcomes, ensuring improved safeguarding and addressing systemic issues of neglect.

**Launch of the Mockingbird Programme to support Slough’s foster carers**

The Mockingbird Programme was launched in November 2018, putting in place an innovative method of delivering foster care by using the extended family model to improve the stability of placements and strengthen the relationship between carers, children and young people, fostering services and birth families. The first Mockingbird constellation in Slough (which is offered by less than 20 organisations in the UK) is already enabling children to have more natural contact with their siblings, supporting placement stability and has passed fidelity checks from the fostering network.

During an inspection of the Trust’s Independent Fostering Agency (April 2019), the inspectors found that the ‘Mockingbird Programme’ had “*made a positive difference to both the children and foster carers involved*”. This has been well received by carers, who felt well supported and prepared to meet the needs of those in their care and as a result 25% of children fostered by Slough have benefited from this programme. Children who have been spoken to reported that they liked belonging to a larger support network, and as a result of such positive feedback the Trust is planning for a second Mockingbird constellation in October 2020 which would extend the beneficial outcomes to 50% of children fostered by Slough.

**Developing effective partnerships**

**Working with businesses to recruit and support foster carers**

The Trust has developed new partnerships with some major local businesses to improve the opportunities we can offer children in care and support those businesses to become foster-friendly. In November 2019, the Trust ran the first in a series of Foster Friendly business breakfasts which saw a team from the Trust and one of our fostering champions get together with local organisations to explore how businesses can help support working foster carers. Examples of businesses included O2, Ipsen, Lonza and Slough Aspire. Feedback from attendees was really positive with many happy to leave video messages for future attendees and it was great to see one company drafting its own policy and offering to host the next Fostering Friendly breakfast in spring 2020.



## Opening doors for children and young people in Slough Borough Council

The Trust continues to find ways to give new experiences to children and young people in Slough and works with the business community to achieve this. This has provided many great opportunities for care leavers have enjoyed days at large scale companies in Slough including Lego and 8 care leavers enjoyed a day at O2's Slough headquarters in April 2019 to learn about business.



## The rigour of planning and coordination for children at risk of exploitation and the way strategy discussions are convened, so that processes are clear and relevant agencies participate in initial decision-making (both Ofsted areas for improvement)

In late summer 2019 a large scale project started to screen all children aged 8 and above open to the Trust with the Child Exploitation (CE) screening tool, and for those that are identified as having risk markers the CE Risk Assessment tool was completed to enable effective safety planning. Around 1500 screening tools were completed with a need for 6% of cases to have the risk assessment tool completed. As a result of this exercise, practitioners have a better awareness of the 8 different forms of exploitation and appropriate safeguards are taking place to safeguard children. Both the screening tool and risk assessment tool are being routinely used for all children aged 8 and above.

The development of multi-agency daily contextual safeguarding meetings has led to better intelligence sharing, leading to more effective responses and outcomes for our children and is strengthening our approach to contextual safeguarding. A weekly, multi-agency contextual safeguarding meeting reviews all missing children and young people to identify patterns and trends in terms of locations, people and incidents of missing. The information gathered is also used to review processes and support for young people who repeatedly go missing as well as developing joint strategies in relation to disruption. This group has already led to improved care plans and risk management for individuals known to social care and is helping to build professional's curiosity for what happens to children and young people whilst they are missing.

## Being sustainable

### The Trust's financial position

Over the last financial year there have been three key elements driving the financial picture;

- Continued improvement in services and outcomes for children and families
- Unprecedented demands on service
- Challenging financial context for children's services across the country.

The Trust saw significant growth in activity in the last quarter of 2018/19 which has remained through 2019/20 and has contributed to financial pressures. Referral rates into social care have increased to 19.9% of contacts in 2019/20 compared to 16.3% from the prior year. Numbers on a Child Protection plan have averaged 231 per month compared to 177 last year, whilst Children Looked After numbers have increased by 12 on average over 2018/19 and stand at an average of 204 in 2019/20. The impact of this increased demand can be seen in reported key performance indicators.

This has resulted in the overall caseloads for frontline social workers reaching an all time high for the Trust in 2019/20. The increase in social care activity has had an impact on the levels of workforce required to meet the demands and the numbers of placements required for those taken into care. Both the additional resources and placement requirements have resulted in significant cost pressures in year.

Even though the Trust has experienced significant costs pressures from demands in service, the cost base has only increased year on year by 1% and stands at a projected £34.4m in 2019/20. The 1% increase includes the 2% pay inflation and a 1.7% increase on employers pension contributions both paid from April. The Trust has taken action to curb spending where possible to offset the pressures, developing solutions both in partnership with and in consultation with Trust staff.

Action taken has delivered savings made from the closure of Mallards and phases 1 & 2 of the transformation programme. Other early adoption of transformation programme savings have been achieved where implicated posts have become vacant through the year. The Trust has been unable to deliver in full the transformation programme due to delays in securing the necessary funding to deliver the programme, and as a result have fallen short of the full savings target set in the budget. A number of vacancies have been held through the year where possible, but recognising this has added pressures and strains on staff. Progress has been made in placing children with in house carers, even though we have not achieved the levels expected in the budget due to delays in developing strategies from staff turnover. There has been a ban on any discretionary spend, which has seen small but vital reductions in printing, stationary, and other such costs.

The Trust plans for improving on the percentage of permanent social work staff in post has not achieved the targets set within the budget. The market for permanent social workers is an extremely competitive one driven in part by demand outstripping supply and Slough has struggled to attract experienced qualified social workers. However there has been significant success in the recruitment and retention of ASYE's as part of the Trust's approach for developing a longer term solution for social work.

The Trust is pleased that growth in funding has been provided to help address the workforce requirements to meet demands. An additional £1.4m was added to the contract value in 2019/20, recognises the pressures on the cost base. A further £2m of funds have been secured for 2020/21, which include costs of inflation. The Trust expects further growth in demand over the coming year as services improve and further need is recognised.

### Transforming the Trust

In April 2019, the Trust started work on a Transformation Programme to become a sustainable organisation which delivers consistently good services, develops its staff and offers value for money achieved through an evolving delivery model. The principles of Transformation Programme are to ensure a maximum of three steps to permanence for children and thus reduce the number of transfer points experienced by children and young people, build resilience and capacity, strengthen management capacity and management oversight as well as ensuring effective back office support to frontline staff.

The Transformation Programme started with the mainstreaming of resources within the Innovation Hub and the development of a ring fenced Care Leavers service. In July 2019 the third phase of the Transformation programme started with a formal consultation with all Trust staff on the configuration of the social care functions.

In late August 2019, the wider Transformation Programme paused on account of discussions with the DfE and Slough Borough Council regarding Trust funding but since that time other smaller scale transformation activity has continued. This has included a re-structure of the Trust's Independent Fostering Agency, the Children with Disabilities Services moved to the CLA service as agreed by staff in the July consultation, there were discussions with staff over regularised hours and a formal consultation was started adoption service staff about TUPE proposals to the Regional Adoption Agency.

The wider transformation programme was due to commence in late February 2020 with a formal consultation with all Trust staff on the detailed structures within each service, but the coronavirus outbreak has meant another pause in the programme. The Trust are hoping this can be implemented within 2020/21 which will help strengthen the management capacity within the workforce and lead to more career development opportunities for front line practitioners to make Slough attract and retain a more permanent workforce thus reducing agency costs in the Trust's budget.

### Going forward

In the next year the Trust will experience at least one Ofsted inspection, the Independent Fostering Agency will finally receive its regulatory inspection, our Youth Offending Services will be subject to HMIP scrutiny and the partnership across Slough may be subject to either a Joint Targeted Area Inspection or a SEND inspection.

This will be against a backdrop of increased demand, the Trust continuing to ensure that children are 'safe, secure and successful' against a backdrop of sustained increased demand, financial difficulties as well as Coronavirus changing how we all live, work and safeguard children. The Trust has made huge improvements since the Ofsted inspection working in



partnership with different agencies and organisations, some of which have become well embedded and some of which we have found it harder to maintain.

In the next year the Trust will complete its transformation programme to become a sustainable organisation which delivers consistently good services, develops its staff and offers value for money, and this will set it on a secure operating footing to get to good.

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

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

##### Relevant Priorities

**Increasing life expectancy by focusing on inequalities** – The Regeneration Framework Masterplan will enable the creation of better quality and more connected public spaces in the town, encourage more active lifestyles and promote the provision of high quality affordable homes, leisure facilities and places of work, increasing access for all.

**Improving mental health and wellbeing** –The provision of high quality open spaces and townscape will be designed with health & wellbeing in mind as a central aspiration for the regeneration of the town moving forward.

**Housing**- The Regeneration Framework Masterplan will rationalise the apportionment of housing across the study area and will be a tool to enable early discussions with key stakeholders on design quality expectations and the provision of affordable housing and housing typology.

#### 3b Five Year Plan Outcomes

The delivery of the Regeneration Framework Masterplan is addressing the Five-Year Plan outcomes as follows:

- **Slough children will grow up to be happy, healthy and successful**;- To ensure that the town centre provides an even stronger focus for everyone living in Slough with an enhanced leisure and cultural offer, a high quality public realm and network of open spaces and improved walking and cycling routes and public transport. These outputs will make it easier for everybody to access the centre and the natural environment on the edge of the town and deliver improved health & wellbeing;
- **Our people will be healthier and manage their own care needs**;- The provision of high quality public realm and open spaces and improved access including walking and cycling routes will encourage healthy lifestyles and improved health & wellbeing;
- **Slough will be an attractive place where people choose to live, work and stay**; - To set out the Council's and stakeholder vision for the Centre of Slough, and set the tone for the quality of the revitalised town centre. Central to our aspirations is the delivery of a new Central Business District (CBD), good quality homes and successful daytime to evening, night time and weekend economy, aimed at making Slough a destination;
- **Our residents will live in good quality homes**;- Will assist in rationalising existing development sites, ensuring the delivery of a range of housing types and an appropriate level of affordable homes;
- **Slough will attract, retain and grow businesses and investment to provide opportunities for our residents**;- Central to the emerging work is the new Central Business District (CBD). Emphasis is also being placed on ensuring a new and vibrant high street, business incubation/innovation spaces, aimed at building on Slough's history of being a place that supports and grows new

business and entrepreneurship, as well as seeking to relocate and advance existing larger businesses and multinational companies.

4 **Other Implications**

a. Financial

There is no anticipated in-year financial pressure, however there is an expectation that the next update will provide Members with both, capital and revenue costs, for future financial years.

b. Risk Management

Recommendation from section 2 above	Risks/Threats / Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
2.1 Agree the Regeneration Framework Masterplan vision, objectives and principles as set out in section, 5.2 and Appendix 1;	Not having evidenced objectives to underpin the Regeneration Framework Masterplan, vision and outputs	Ensuring that SBC has collated technical and empirical evidence to create a series of objectives that support the holistic and positively impactful placemaking project for the Centre of Slough.	L: 2 I:3 =6	Ensure that the direction of travel of the Regeneration Framework Masterplan maintains course and pace and reflects the needs of Slough's communities.
	Fall-out from COVID-19 and its impact on the priorities and redevelopment projects in the Centre of Slough	Ensure continuous monitoring of market signals and expertise made available to SBC and its partners.  Being flexible and adaptable during the upcoming months and integrating new opportunities	L:4 I:3 =12	Continue monitoring, engaging with key stakeholders and SBC staff and Members

		and initiatives that can support the work of the Regeneration Framework Masterplan i.e. joint work on meanwhile use strategy with Muse and British Land.		
2.2 Note the timetable and progress of the Regeneration Framework Masterplan, and proposed next steps, as set out in sections 5.4-5.9 of the report;	Delay in progressing the Regeneration Framework Masterplan  Delay in progressing the Slough Central work programme	Ensuring effective programme management and reporting to the Town Centre Regeneration Group, LM&Ds and Cabinet	L:3 I:3 =9	Review of key programme milestones  Review of impact of COVID-19 and adapting outputs of existing work in line with changing market signals, and the Council's emerging Inclusive Growth and Corporate COVID-19 recovery strategies
2.3 Note the background and proposed next steps for the Slough Central scheme in Appendix 2.	That ADIA cease investment in the planning application owing to financial uncertainty or lack of confidence in the scheme	Regular engagement is taking place with the BL team to manage project engagement and show positive intent to work constructively	L:3 I:3 =9	Continue to allocate adequate resource to managing the project and addressing the technical workstreams linked to the Regeneration Framework, Slough Central Masterplan and outline planning application

(a) Human Rights Act and Other Legal Implications

Under Section 13 of the Planning and Compulsory Purchase Act 2004 the Council must keep under review the matters, which may be expected to affect the development of their area or the planning of its development.

These matters include the principal physical, economic social and environmental characteristics of the area, the principal purposes for which land is used in the area, the size, composition and distribution of the population of the area, the communications, transport system and traffic of the area, and any other considerations, which may be expected to affect those matters. The matters also include any changes which the Council think may occur in relation to any other matter and the effect any such changes are likely to have on the development of the Council' s area or on the planning of such development.

The Council must also keep under review and examine the above matters in relation to any neighbouring area to the extent that those matters may be expected to affect local planning authority for the neighbouring area in question.

(b) Equalities Impact Assessment

There is no current Equalities Impact Assessment undertaken. The Regeneration Framework Masterplan is a non-statutory document, which will be subject to a separate EQIA as part of its delivery.

(e) Workforce

There are no immediate implications on SBC's workforce. Resources needed to support the delivery of the Regeneration Framework Masterplan and Slough Central workstreams are being monitored and reviewed by the Service Lead Regeneration Development.

(f) Property

See section 5 below.

5 Supporting Information

**Background**

5.1 The Council commenced work in early 2020 to develop the Centre of Slough Regeneration Framework Masterplan ("RFM"), supported by expert external consultants. Scheduled for approval by Cabinet in September 2020, the output will be a single corporate document, supported by masterplanning, which will establish a regeneration vision for key sites included in the "Square Mile" area approved by Cabinet in November 2019.

5.2 The RFM aims to deliver the following objectives:

<b>Objective One</b>	To deliver a 21 <sup>st</sup> century town centre that is accessible to everybody and enhances health and well being
<b>Objective Two</b>	To develop a New Central Business District to the south of the railway station
<b>Objective Three</b>	To revitalise the shopping and leisure offer in the town centre

<b>Objective Four</b>	To deliver a range of new homes in the town centre;
<b>Objective Five</b>	To strengthen Slough's cultural offer;
<b>Objective Six</b>	To create a people focused public realm
<b>Objective Seven</b>	To improve connections between the town centre and Slough's neighbourhoods and the wider area;
<b>Objective Eight</b>	To deliver a step change in the quality of design and architecture in the town centre;
<b>Objective Nine</b>	To provide the right amount of car parking in the right locations
<b>Objective Ten</b>	To deliver small interventions, events and early wins

- 5.3 The full scope of the Regeneration Framework Masterplan vision, objectives and principles, which Cabinet are being recommended to support are set out in Appendix 1. The vision, objectives and principles will guide the preparation of the site proposals and over-arching spatial plan.
- 5.4 Once adopted, the RFM will act as a guide for the scale and quantum of development expected in the town centre. It will also guide the location and number of car parks and align and inform, at a strategic level the Transport Strategy. In addition the RFM will also establish the high level principles and design examples for streetscape, public realm and open space within the study area. Furthermore the work will show how the pedestrian environment can be improved, including new pedestrian linkages and high level design solutions for improving permeability and connectivity between key sites. Currently movement through and in the town is primarily east-west (High Street, Wellington Street and the GWR line are orientated in this direction with the Queensmere / Observatory reinforcing this). The RFM will be looking to improve north - south connectivity as part of new development and to enhance the existing north-south routes in the centre.
- 5.5 It is anticipated that a detailed Public Realm Strategy for the Centre of Slough will be delivered following the adoption of the RFM. This work will be led by Regeneration Development in conjunction and consultation with the DSO and input from other Services, across the Council.
- 5.6 The RFM in linking with the Council's wider aspirations around Health & Wellbeing and SMART cities will outline high level principles and interventions that support and enable these objectives. The implementation of the Council's emerging Transport strategy, including the provision of an MRT service, will be mirrored in the final RFM study, bolstering the Council's sustainable travel and modal shift aspirations for the town and commitment to improving air quality and the town's environment for users.

### **Strategic Links to Response, Recovery and Renewal**

- 5.7 As the Council moves out of the response stage from the Covid 19 pandemic, the RFM will, along with other key documents, such as the emerging Inclusive Growth Strategy and Transport Strategy, serve as a guide to investors and stakeholders. The presence of an agreed Framework will provide confidence to developers and investors of the wider vision and proposals for Slough, with a clear understanding of how they will be delivered and by when. The Council's emerging Inclusive Growth Strategy is central as a piece of evidence to the delivery of the RFM. Key considerations are being given to the output of the economic strategy around, growth industries and office typology to be delivered to support key sectors. In addition the emerging Inclusive Growth Strategy has identified a series of weaknesses in Slough,



which the RFM will consider in detail and assist in providing solutions for i.e. lack of green infrastructure and green links, promoting connectivity and the regeneration of adjacent areas, which have high and entrenched deprivation. On the latter point, the RFM work is also interfacing with the Council’s emerging Stronger Neighbourhoods initiatives to ensure that where necessary the appropriate links, opportunities and benefits to areas adjacent to the centre of Slough are fully explored.

**RFM progress update**

5.8 Since March 2020 the project team with steer from, the officer-led Town Centre Regeneration Group (“TCRG”) have:

- Explored town centre and development site opportunities;
- Reviewed emerging development proposals and mapped/ modelled the proposals;
- Met with developers and their architects regarding the North West Quadrant and Slough Central schemes;
- Had ongoing dialogue with British Land and their design team;
- Reviewed transport and car parking strategies and had a series of meetings with SBC’s transport team;
- Reviewed the outline business case for a educational/business/cultural quarter/uses on the North West Quadrant site and held initial meetings with stakeholders;
- Established base mapping and carried out initial analysis of townscape, land uses, height and massing of buildings, open spaces, heritage, movement network and car parking;
- Reviewed the property market and socio-economic picture of the town;
- Prepared an initial spatial plan for the town centre and design options for a number of the key development sites within the town centre.

5.9 The key messages arising from this initial stage can be summarised as follows:

<b>Economic</b>	<p>Slough’s population has grown faster than the sub region and the UK – it set to grown by 5% over next 10 years.</p> <p>Slough’s has proportionately higher levels of productivity</p> <p>Relatively strong education performance, although not in Higher Education.</p> <p>A large catchment area and it draws on a wide skill base</p>
<b>Socio Economic</b>	<p>Slough scores well across a number of quality of life measures. It is also considered a ‘hot spot’ for social mobility. However, severe deprivation does exist and the quality of the local environment is low and the town centre is underperforming</p>
<b>Property Market Drivers</b>	<p>Slough is extremely well located in terms of access to strategic infrastructure: set at the intersection of the M4, M40 and M25 motorways; frequent and fast train services into London Paddington and will soon benefit from</p>

	<p>Crossrail; close proximity to Heathrow. These are important and very positive drivers of the local property market. The strength of the corporate and SME business base combined with the strategic location provide a robust position to attract investment to underpin revitalising the town centre.</p>
<p><b>Retail and Leisure</b></p>	<p>The retail market is undergoing substantial structural change. This is resulting in consolidation and contraction of retail space in almost all of the UK's towns. Aligned with this UK-wide trend, contraction of Slough's retail offer is also anticipated.</p> <p>Some sectors doing better than others: those which are more resilient to competition from the online sales. This has led many town town centres moving down a path of being more service led.</p> <p>The quality of the retail 'experience' and sense of place have become important factors in helping ensure centres remain as attractive as possible.</p> <p>A good and varied convenience offer will also be important in sustaining a healthy Slough town centre, focussed on meeting more day to day and local needs.</p> <p>A shift toward more service led retail and leisure uses is likely to be a more resilient and sustainable approach for Slough town centre. This combined with investment in the "look and feel" of the town centre environment can achieve a change in perception of the town centres offer and experience to residents, employees and visitors in the town.</p>
<p><b>Culture and Leisure</b></p>	<p>There is a significant need and opportunity to grow our evening and weekend economy. The town's cultural and leisure offer can have the ability to match other regional offers, and help reverse leakage of expenditure. The mixed-use town centre developments offer an opportunity to rebalance the leisure and activity led provision in scale and quality.</p> <p>The addition of leisure based activities, would serve to increase visitors and interest in Slough. In particular, we would expect Slough to offer at least one cinema, and potentially to attract additional commercial, health and leisure oriented uses as redevelopment of the centre occurs. Food and beverage uses could feed off these leisure uses.</p> <p>The Council's emerging Arts &amp; Cultural Strategy has defined that future regeneration efforts for Slough should be underpinned by an increased cultural and arts offer and the creation of cultural quarters. Aligned to this, the opportunity for enhancing the cultural offer and activity</p>

	<p>led uses will be explored as part of the options reviewed for the Slough Central, North West Quadrant schemes and the re-purposing of the Adelphi theatre, in a comprehensive and complimentary fashion.</p>
<p><b>Offices</b></p>	<p>Demand will be driven by Slough's excellent accessibility characteristics, which will be augmented by Crossrail,</p> <p>Office development in Slough is expected to form a significant source of investment, ranging from corporate occupiers from within the town seeking to modernise accommodation and attract inward investment from companies within the Thames Valley and potentially decentralisation from London. Equally the strength of the SME business base can generate growth from within the region. The strength of Slough as a seed-bed for new businesses and entrepreneurs, with a need for peer support and flexible working space is also informing the nature of new commercial offer and office space.</p> <p>Office development targeted at corporate occupiers will likely be mixed with flexible and managed workspace, This could include an innovation hub to nurture start-ups and links to the education sector and inherent opportunities that arise.</p>
<p><b>Residential</b></p>	<p>There is already strong interest in the area for this use. Residential development will also help support other uses in the town.</p> <p>It is anticipated that there will continue to be strong demand for housing in the borough, coupled with an overall enhancement of the town centre.</p> <p>Residential development will be a key component and a driver for change in redeveloping Slough town centre.</p> <p>To meet high housing delivery targets, residential product differentiation will be important, both in terms of tenures and typologies.</p> <p>In many locations higher density, flatted development will clearly be appropriate, given the town centre location.</p> <p>Private Rental Sector (PRS) development could form part of the housing mix in Slough town centre, especially due to the excellent accessibility characteristics.</p> <p>There is significant interest in the senior living / retirement home sector as a result of the ageing population. Improvement to Slough's general environment would increase appetite for this form of development within the town.</p>

<b>Hotels</b>	New hotel development is already occurring in Slough. Yet, with future office growth and Slough's excellent locational aspects this could drive further demand in the mid to longer term, in locations across the Borough for a range of hospitality offer developments.
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### **Update on Slough Central (Queensmere and Observatory Shopping Centres)**

5.10 Due to its strategic significance and location, the redevelopment of the Queensmere and Observatory Shopping Centre is one of the key sites within the RFM. Confidential Appendix Two provides an update report, which can be summarised as follows:

- Given the structural change taking place through the UK's high streets, it is evident the existing shopping centres are not fit for purpose to meet the changing needs of the town centre. Furthermore if Slough is to achieve a transformational change to the town centre, an ambitious plan to achieve comprehensive development is required. The report outlines the shopping centre owners' emerging plans for the phased redevelopment, based on the vision of a new central business district, including re-provision of retail and leisure facilities, with residential accommodation.
- The owner's project team have engaged with the council's officers and RFM team to discuss the proposals that are now the subject of public consultation on the centre owner's vision.
- The report outlines the progress to date on establishing initial masterplan principles that align with the RFM vision.

### **Approval Timescales**

5.11 The timetable for the delivery of the RFM is as follows:

- Refinement of design option and agreement on a preferred spatial plan for the town centre (May / June 2020);
- Presentation of emerging masterplan and findings to LM&Ds (June 2020);
- Preparation of draft Regeneration Framework and Delivery Strategy (July 2020);
- Preparation of Final Regeneration Framework and Delivery Strategy Presentation to LM&Ds (August 2020) **and**
- Presentation for approval by Cabinet (September 2020).

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

No comments

### **7 Conclusion**

7.1 Work has been progressing at pace on the Centre of Slough Regeneration Framework and Slough Central projects. A decision was made by the TCRG in March 2020 to expedite the Framework Masterplan timetable to ensure a more aligned delivery of the workstream with major redevelopment projects in the area, namely the NWQ and Slough Central. Work particularly around the Council's Transport Strategy, car parking and interventions on Brunel Way have picked up

pace, which will deliver the pre-requisite infrastructure needed to enable the coherent and successful delivery of major redevelopment projects in the centre of Slough.

- 7.2 The work being completed as part of the Centre of Slough Regeneration Framework Masterplan has been cognisant of key existing and emerging Corporate Strategies, including the Inclusive Growth Strategy, COVID-19 Recovery strategy, emerging Arts & Cultural Strategy, emerging meanwhile use strategy, and key stakeholders' analysis and findings, ensuring that the output of the Masterplan has taken into account evidence and intelligence as appropriate.
- 7.3 It is anticipated that the next update to LM&Ds will be in August 2020, with a Cabinet report on the Draft Regeneration Framework Masterplan in September 2020.

8. **Appendices**

Confidential Appendix One – RFM Vision, Objectives and Principles  
Confidential Appendix Two – Queensmere and Observatory Update

(Both appendices contain exempt information and are included in Part II of the agenda)

9. **Background Papers**

None

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- c) Agree a £50,000 budget to progress an options review and further business planning associated with the cultural/educational site. The output to be a costed business case assessing the preferred option for the mix, quantum and location of cultural uses in alignment with the evolving Regeneration Framework,
- d) Subject to approval of (a) above, delegate authority to the Council's Chief Executive, following consultation with the Leader, to agree the Business Plan for the NWQ project and agree and execute amendments to existing documents or supplemental documents which are required as a result of the proposed change of ownership of North West Quadrant LLP; and
- e) Note that officers will present an update to Cabinet in September 2020 on the outcome of the options review and business planning for the site noted as the "community" site, in the Masterplan.

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

The redevelopment of the NWQ will make a significant contribution to the Regeneration and Environment element of Slough's Joint Wellbeing Strategy:

- A large scale architecturally designed residential led mixed use regeneration scheme in the town centre will improve the image of the town,
- Constructing the new development will improve local temporary employment opportunities through the developer's commitment to promoting employment and skills as well as increasing apprenticeship opportunities enabling local people to improve their learning and skill base,
- Development and operation of the commercial elements of the scheme will improve permanent local employment opportunities; and
- The commercial elements of the scheme will contribute to business rates receipts.

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

Construction of the new homes and commercial properties will create local employment and apprenticeship opportunities enabling local people to improve their learning, skill base and wellbeing whilst providing much needed housing accommodation.

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

The developments will help deliver the following of the Five-Year Plan outcomes:

- OUTCOME 2: Quality new homes will attract residents who are more likely to manage their own care needs,
- OUTCOME 3: Large scale mixed use regeneration within the town centre will contribute to Slough being the premier location in the south east for businesses of all sizes to locate, start, grow, and stay,
- OUTCOME 4: Increasing the supply of good quality new homes will contribute towards our residents living in good quality homes; and
- OUTCOME 5: Large scale mixed use regeneration within the town centre will increase demand, footfall and activity in the town centre, thus contributing to the centre of Slough being vibrant, providing business, living, and cultural opportunities.



## 4 Other Implications

### a) Financial

Whilst there is no anticipated in-year financial pressure except the £50k capital costs, the expectation is that the next update will provide members of anticipated costs (capital and revenue) in future financial years.

North West Quadrant LLP is a development subsidiary of Slough Urban Renewal, a Limited Liability Partnership owned by SBC and Morgan Sindall Investments Limited “MSIL”). Morgan Sindall subsidiary Muse Developments Ltd (Muse) act as the appointed Development Manager for the project.

It is intended the ownership of North West Quadrant LLP will transfer from SBC and MSIL to SBC and Muse to achieve the desired level of investment, governance and development management need for a scheme of this size, but this does not financially impact SBC. This is in line with arrangements agreed when entering into the Option Agreement.

Generating a commercial return for the partners is part of SUR’s objectives. There is also an obligation in the NWQ LLP Option Agreement to seek compliance with affordable housing policy whilst returning SBC’s minimum land value (based on sunk costs to date) and maintaining a financially viable scheme. This consideration will form part of the on-going joint venture Business Plan review.

Depending on the economic conditions surrounding the phases the affordable housing viability will need to be reviewed on a phase by phase basis to establish any prioritising of the objectives based on more detailed feasibility information as the project evolves.

Muse are presently preparing the Business Plan for the shareholders to review and approve. This will take account of the current market considerations and includes a detailed financial model to allow the shareholders to assess the financial planning, including commitments that will be relevant to SBC’s Medium Term Financial Plan. The Business Plan will set out the scheme delivery options, including phasing proposals, taking into account the financial objectives of the joint venture partners. The approval of the Business Plan will be supported by external chartered surveyors, acting for the Council.

Muse has undertaken an initial viability review of the Masterplan (excluding the cultural site which can be “carved out” from the transfer given the flexibility within the Option Agreement). The review is modelling the timing of individual phases, in light of market conditions, to maximise the viability of achieving the partner’s objectives and this review will inform the Business Plan.

The option remains for SBC to bring the community/cultural site into NWQ LLP control, to become part of the Muse led delivery project. This decision sits with, SBC and NWQ LLP, and will be influenced by the outcome of the further business case planning for the community/cultural opportunity. This business planning will provide a clear understanding the capital and revenue implications, together with demand and economic benefits.

b) Risk Management

Recommendation from section 2 above	Risks/Threats / Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
a) Agree the masterplan set out in the Vision Document at Appendix One and note North West Quadrant LLP's ("the developer" or "NWQ LLP") intention to proceed to prepare a hybrid planning application for the entire NWQ site, which is targeted to be submitted in Q1 2021	Market conditions – the global pandemic and associated economic recession may impact the schemes viability.	Abortive project costs are shared between the JV partners	4	The project is a long term, c 10 year scheme so can adapt to changing market conditions in the short term. The scheme will allow SBC to continue to encourage and champion investment in the borough.
b) Note that the split hybrid planning application, explained in Section 5 below, will include outline proposals for the community site, with the intention that NWQ LLP will seek a flexible use approach to this part of the site on a parameters basis (subject to Local Planning Authority approval ), in recognition that the intended use(s) will be informed by further business planning	A recession will mean grants to subsidise education and cultural investment may become harder to procure	Central Government is seeking to grow the economy, rather than cut spending, which may require an increase in public sector investment	6	Specialist consultants will be appointed to assist SBC in the delivery of suitable education and cultural space.
c) Agree a £50,000 budget to progress an options review and further business planning associated with the cultural/educational site. The output to be a costed business case assessing the preferred option for the mix, quantum and	Threats from a recession will impact viability	The Masterplan and planning strategy have been designed with adaptation and flexibility as a priority.	4	Delegating authority over the Business Plan will give officers the flexibility needed to review the delivery options.

location of cultural uses in alignment with the evolving Regeneration Framework				
d) Subject to approval of (a) above, delegate authority to the Council's Chief Executive, following consultation with the Leader, to agree the Business Plan for the NWQ project and agree and execute amendments to existing documents or supplemental documents which are required as a result of the change of ownership of North West Quadrant LLP	To not approve the recommendation, which could cause delays to the projects	Ensuring effective procedures and controls are in place	4	
e) Note that officers will present an update to Cabinet in September 2020 on the outcome of the options review and business planning for the site noted as the "community" site, in the Masterplan	none			

c) Human Rights Act and Other Legal Implications

Under Section 13 of the Planning and Compulsory Purchase Act 2004 the Council must keep under review the matters which may be expected to affect the development of their area or the planning of its development.

These matters include the principal physical, economic social and environmental characteristics of the area, the principal purposes for which land is used in the area, the size, composition and distribution of the population of the area, the communications, transport system and traffic of the area, and any other considerations which may be expected to affect those matters. The matters also include any changes which the Council think may occur in relation to any other matter and the effect any such changes are likely to have on the development of the Council's area or on the planning of such development.

The Council must also keep under review and examine the above matters in relation to any neighbouring area to the extent that those matters may be expected to affect the Council's area.

#### d) Equalities Impact Assessment

The NWQ masterplan will be subject to a full EqIA, full consideration has been given to accessibility and other equalities issues, as part of the ongoing design parameters of the scheme.

#### e) Property Issues

See Section 5 below.

### 5. **Supporting Information**

#### **Background**

- 5.1 The Former Thames Valley University Campus, Market Yard Car Park and ancillary land, released from Highways use when the adjoining junction was reconfigured, are known collectively as the Heart of Slough North West Quadrant site.
- 5.2 The Council assembled the site in April 2017, started demolishing the existing towers in early 2019 and optioned the site to the newly created North West Quadrant LLP, a subsidiary of SUR managed and governed by SBC and Muse, in November 2019.

#### **SUR and North West Quadrant LLP (“NWQ LLP”)**

- 5.3 SUR is Slough’s Local Asset Backed Vehicle (“LABV”) jointly owned with Morgan Sindall Investments Limited (“MSIL”). The role of SUR is to offer a long-term approach to regeneration. Through the joint venture, the Council receives market value from the disposal of assets, with the benefit of planning and (because it is a 50% partner in SUR) receives 50% of any developer profit made upon completion of the development – provided it retains a 50% equity stake. The Partnership Agreement (“PA”) regulates how SUR operates and on speculative development projects SBC makes individual sites available for SUR to develop, under a standard option agreement, allowing SUR to acquire sites for development once various conditions (planning, procurement etc) are satisfied.
- 5.4 Given the scale and complexity of the NWQ project amendments to the governance of the project were made within the NWQ LLP PA, which are summarised in Appendix Two.

#### **Masterplan Scheme**

- 5.5 Slough is one of youngest and most internationally diverse places in the UK, with a resident and business population from every part of the globe bringing their culture, insight and experiences to the local community. The Masterplan scheme shown in the Vision document in Appendix One seeks to reflect the best aspects of Slough and is outward-looking, welcoming and will seek to create a broad resident, business and user community.
- 5.6 The scheme will seek to reflect the wider borough by welcoming international businesses and people from around the world, offering an opportunity to grow their business and life in a way that encourages entrepreneurship, evolution and innovation.
- 5.7 In accordance with the Heart of Slough Strategy, the Masterplan seeks to create a new residential-led mixed-use quarter for the town centre, which reacts to the wider ambitions of the town centre and compliments other planned town centre projects, such as Future Works 2, The Octagon site and Slough Central.
- 5.8 The Masterplan includes the scope for cultural, innovation and education space (possibly a community project). There is flexibility around how the site can be developed in recognition that the delivery of this phase of the project is likely to be a medium term phase allowing for the longer term lead-in to procure uses and funding.

5.9 A full Masterplan Vision Document is appended at Appendix One. The scheme is designed with the ability to adapt and flex to market conditions and the outcome of further work with the Business Plan and the options review for the cultural site. The Masterplan is currently envisaged as comprising:

- 1,045,000 sq.ft. (GIA) of residential space equating to circa 1,300 homes,
- 304,000 sq.ft. (NIA) of commercial office space within two Grade A HQ buildings,
- 26,000 sq.ft. (GIA) of ancillary retail and leisure space.
- Car parking: it is proposed residential parking will be provided in undercroft facilities below the public realm allocated to each building, which maximises the amount of open space for the apartments. Parking for commercial uses are proposed in a multi-storey car park, which could offer shared use at weekends.
- Subject to the findings of an ongoing feasibility study and thereafter a robust business case, the site could potentially include a significant cultural/leisure building

### **Economic Impact**

5.10 The projects economic impact is considered in Appendix One, but in summary the scheme is aiming to create:

- A £400m investment in construction with 15% in local supply chains,
- 800 construction jobs over an 8 year period with 170 apprenticeships supported,
- 2,600 new full time employment (FTE) roles supported by on site employment and 260 indirect FTEs supported by supply chains and worker expenditure,
- £160m Gross Value Added (GVA) from on-site employment and £16m GVA from supply chain and worker expenditure.
- 2,600 new residents with a new household expenditure of £29m of which 20% is envisaged as being retained in Slough equating to 300 gross jobs, and
- £6m annual business rates.

### **COVID 19 Impact**

5.11 The impact of the COVID 19 crisis means the masterplan proposal is coming forward in unprecedented circumstances. In light of how the situation is expected to develop, we do not believe the fundamentals that form the basis of the project will change significantly in the medium to long-term, which is the period the project is forecast to come to fruition. Consequently, the delivery of the NWQ will be a major component of the Council's Recovery and Renewal Strategy.

5.12 The shortage of good quality town centre housing will remain a pressing issue to address. Whilst the way in which people work may result in changes in habits and potentially corporate occupiers reviewing their future needs, the project will be able to adapt to any changes. In the short-term, there is anticipated to be a fall in market demand, across most sectors and property types. History shows that from previous recessions markets will recover, albeit the timing of recoveries varies and this will be feature of the Business Plan to consider how the Phase 1 delivery plan adapts to the market from 2020 to 2022 in particular. The masterplan is flexible enough to respond to future changes whilst still providing the significant amount of residential accommodation that is the key objective of the project.

### **Development Programme and Planning Strategy**

5.13 By the end of Q1 2021, Muse is aiming to submit a split hybrid planning application, comprising an outline application for the entire masterplan along with a separate detailed application in respect of Phase 1. The content of Phase 1 will be determined in the Business Plan; however the current preference is for this to focus on the lower

rise buildings, both residential and commercial, as well as key components of the public realm.

- 5.14 The height of the buildings is considered to be the key risk to the planning strategy, and it may need to be adapted in response to the outcome of discussions with officers and key stakeholders, such as Historic England in respect of the heritage-sensitive view looking north from the Copper Horse in Windsor Great Park.
- 5.15 Splitting the application as described in 5.13 would enable Phase 1 to proceed, subject to the conditions included in the Option Agreement, even if the height of the buildings envisaged in the later phases of the masterplan proves to be contentious
- 5.15 Construction on Phase 1 of the development is scheduled to start in 2022. The project is envisaged as three phases, and is likely to take between 8 to 10 years, subject to market conditions.

### **Cultural Site Update & Cultural Vision Document Update**

- 5.16 The masterplan includes provision for a stand-alone building which can provide a focus for education, innovation and cultural uses, subject to demand and a detailed business review. The first stage has included undertaking an outline business case review through external consultants, which has progressed in parallel with the preparation of the NWQ masterplan. In addition, the Council have progressed initial discussions with Royal Holloway University (RHU) to consider the scope for a Slough campus.
- 5.17 From the initial review of the outline business case and SBC discussions with RHU, there is an opportunity to attract a combination of complimentary uses that meet wider Council economic and social objectives. This merits further investment in time and a limited fee budget to establish a clearer picture of demand and understand the delivery and financial implications.
- 5.18 Equally it is important that the review of the opportunity to provide cultural facilities takes account of the wider Regeneration Framework and Slough Central masterplan discussions. Therefore, it is recommended a comprehensive position paper is brought back to Cabinet in September when the next stage of the business planning has been progressed. This paper will provide recommendations on the proposed location and ownership of additional educational/cultural buildings and will be supported by a full business case.
- 5.19 It is important to highlight, based on the mix of uses proposed, the strong likelihood that any new standalone cultural facility will require significant capital investment by SBC, and potentially a significant annual budget for ongoing operational activities. Whilst there may be a degree of cross funding between uses within the building (this has yet to be determined) – and perhaps external funding too – the expectation is that SBC would need to commit to a significant capital investment. It is acknowledged that these comments do not pick up wider economic benefits that may flow from these proposals, however equally, it should be stressed that there will be an opportunity cost linked to affordable housing provision. These would be reviewed as part of the recommended next stage of work and reported to Cabinet as part of the business case presented in September 2020. These would be reviewed as part of the recommended next stage of work.

## **6 Comments of Other Committees**

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

## 7. **Conclusion**

- 7.1 The Masterplan represents an important opportunity to set the direction for the one of the largest ever and most ambitious local authority-led mixed-use schemes in the UK. It is a major component of the Square Mile proposals approved by Cabinet in 2019 and will deliver a significant quantum of new homes, jobs and investment in the town centre as part of the Council's Recovery and Renewal Strategy.
- 7.2 The approval of the Masterplan enables Muse to progress the planning application, this in turn allows the Business Plan to be progressed with confidence.
- 7.3 Progressing the further business planning for the community space, will allow appropriate SBC financial and strategy planning to be informed by a clear evidence base as part of Slough's aim to become known for having a rich and diverse leisure and cultural offer.

## 8 **Appendices**

Appendix One - Masterplan Vision Document (Part 2)

Appendix Two - Summary of amendments to Standard PA (Part 2)

(Both Appendices contain exempt information and are included in the Appendix Pack)

## 9 **Background Papers**

None

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**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> June 2020

**CONTACT OFFICER:** Shabnam Ali,  
Service Lead for Economic Development,

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**WARD(S):** All

**PORTFOLIO:** Councillor James Swindlehurst, Leader of Slough Borough  
Council, Regeneration & Strategy

Councillor Balvinder S. Bains, Inclusive Growth & Skills

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

**ADOPTION OF SLOUGH'S INCLUSIVE GROWTH STRATEGY 2020-25****1 Purpose of Report**

- 1.1 Inclusive growth is economic growth that is distributed fairly across society and creates opportunities for all. The Slough Inclusive Growth Strategy 2020-25 reflects the need to deliver growth that all Slough residents can benefit from and sets out the behaviours, priorities and actions that can deliver an environment that allows people to thrive and enjoy an exceptional quality of life. Whilst not defined by the impact of Covid-19, the outputs and outcomes delivered via this strategy will be closely aligned to the Council's emerging Recovery and Renewal Strategy.
- 1.2 The purpose of this report is to summarise the strategy and seek approval from Cabinet to adopt the Inclusive Growth Strategy 2020-25.

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

The Cabinet is requested to resolve:

- (a) That the Slough Inclusive Growth Strategy 2020-25 be adopted.
- (b) That it be noted that the Economic Development Team are beginning to draw together an action plan to deliver the strategy's vision' which also forms part of the Recovery and Renewal Strategy.
- (c) That it be noted that the Inclusive Growth Strategy and the associated action plan will form the organising framework for the public-private Slough Regeneration, Economy and Skills Board.
- (d) That it be noted that an update report on progress in the setting up the new Board and Action Plan will be tabled for Cabinet in December 2020.

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

*The Slough Inclusive Growth Strategy has the vision that:*

Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success.

It therefore complements the ambition with the Joint Wellbeing Strategy and the outcomes identified in the Five-Year Plan.

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

The Slough Inclusive Growth Strategy aligns with the Slough Joint Wellbeing Strategy. By embracing the behaviours set out in the inclusive growth strategy, it can contribute to the realisation of all four Joint Wellbeing Strategy priorities. The Inclusive Growth Strategy can contribute most directly through the activities included in Priority 5: inclusive and sustainable neighbourhoods which focuses on both existing and newly created neighbourhoods. Actions under this priority include:

- (e) prioritising well-being.
- (f) placing securing social value at the heart of regeneration initiatives across the borough; and
- (g) using public sector estate to bring forward uses that have positive social consequences and respond to local need with an emphasis on the borough's cultural diversity, targeting areas where deprivation is most pronounced.

*In addition*, action 7 of Priority 4: Regeneration and Infrastructure which demands that all housing developments in the borough include affordable housing, can contribute to the realisation of the housing priority of the Joint Wellbeing Strategy.

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

The Slough Inclusive Growth Strategy has the vision that “Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success.”

The implementation of the Slough Inclusive Growth Strategy is therefore closely aligned with the Five-Year Plan Outcome that *Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.*

It will also help to address the following outcomes:

- *Slough will be an attractive place where people choose to live, work and stay.* Tackling inequality and taking a broader view of growth are two of the behaviours enshrined in the Slough Inclusive Growth Strategy. Improving job matching between residents and local demand for workers will raise the employment rate, directly impacting the income; employment; and education, skills and training domains of the Indices of Multiple Deprivation.

- *Slough children will grow up to be happy, healthy and successful.* In delivering the strategy and embracing the behaviours, particularly *tackling inequality* and *taking a wider view of growth*, pathways to high-quality employment can be created and promoted to Slough residents, including vulnerable young people. These pathways can lead to higher educational attainment across the Borough and help efforts to reduce the numbers of residents not in employment, education or training (NEET).

*Our residents will live in good quality homes.* Under priority 3: Regeneration and Infrastructure the strategy aims to improve affordable housing provision reflecting demand, while more broadly the drive to offer rewarding work in the Borough together with a new higher education presence can drive relocations to Slough, supporting house building and building on successful residential-led regeneration delivered through the completion of Mile Stone, the Old Library and Wexham Green.

#### 4 **Other Implications**

##### (a) Financial

There are no financial implications for this Strategy, in year. However, the expectation is that when the delivery of the aim, objectives and associated Action Plan with projects identified commences, there will be demands for funding that will be made through Growth Bids as required in future financial years.

##### (b) Risk Management

The strategy explicitly identifies the need to take “*managed risks* to ensure the Borough reaches its full potential” (page 69).

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Recommend the adoption of the Slough Inclusive Growth Strategy 2020-25	Financial loss from pursuing use of assets that maximises social rather than financial returns.	Actions to reduce demand for statutory services	6 (marginal impact, low probability)	Ongoing monitoring of delivery of social value and impact on deprivation.
Note action plan linked to Recovery and Renewal Strategy	To ensure the Economy of Slough gets back to the position before COVID 19 and can be maintained at	Ongoing engagement has already taken place with a variety of stakeholders. This will continue in the	6 (marginal impact, low probability)	Annual refresh of Action Plans and a greater alignment with the Council’s Respond, Recovery and Renewal

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
	that level, a variety of projects, actions and behaviours will need to be adopted for the successful implementation of this Strategy. It will need to be led by Partners and Stakeholders who can take ownership and support inclusive growth for all communities	implementation and future development of the Strategy		Strategies.
Note Regen, economy & skills board	The right representation of Partners in not included on the Board who are inadequate to support the implementation of the Strategy	Ongoing engagement with Stakeholders during the development of the Strategy has ensured local views are represented and interest developed for them to be included on the Board.	6 (marginal impact, low probability)	Governance Plans, Terms of Reference and Actions Plans will be developed jointly with Stakeholders

(c) Human Rights Act and Other Legal Implications

It is not considered that there are any Human Rights Act implications resulting from this report.

(d) Equalities Impact Assessment

The Slough Inclusive Growth Strategy explicitly identifies differing rates of economic participation across Slough, with the ambition of allowing all residents to thrive. The Strategy advocates interventions that support people from harder-to-reach backgrounds and the Borough's diverse communities to enter work, which offers flexible employment and introduces opportunities to be economically engaged.

(f) Property

The Slough Inclusive Growth Strategy recommends the effective use of public assets including public estate and recommends that one of the strategy's measure of success is that "public assets are harnessed as spaces for community interaction". Under priority 5, the strategy also demands "all new developments establish progressive and socially-orientated contracts which stipulate the need to drive positive economic and social outcomes, with clear links to local people and the needs of adjacent communities, advocating behaviours that can be transferred to locations across the Borough" and that through effective place making new developments maximise their potential to become "exemplars of community centric and sustainable place-making, where planning is used to facilitate new technologies and partnerships that place people at the heart of design

(g) Carbon Emissions and Energy Costs

The strategy has the ambition that, including the reduction of emissions, the improvement of environmental quality and an increase in renewable energy provision among its measures of success.

5 Supporting Information

5.1 The Slough Inclusive Growth Strategy 2020-25 has the vision that:

"Slough will be an economy which epitomises inclusiveness, diversity and resilience – where small businesses flourish, where large employers invest, and where residents have the opportunity to aspire and prosper. We will harness the value of our international connections and the potential of redevelopment and regeneration to present a confident and dynamic image to the world, where a rounded and sustainable approach to growth is intrinsic to our collective success."

To deliver this vision, six strategic priorities have been developed:

- 1) Creating secure and productive jobs
- 2) A skills system working for all
- 3) Regeneration and infrastructure unlocking growth
- 4) Enterprise and scale up ecosystem
- 5) Inclusive and sustainable neighbourhoods
- 6) Connecting and celebrating Slough

5.2 The strategy stresses that Slough Borough Council's strategic focus will be on delivering inclusive growth and seeks to enshrine the following behaviours:

- **Tackling inequality** – bridging the gap between those who benefit most from Slough's economic stature and those who don't.
- **A broader view of growth** – viewing economic success through a broader lens of quality of life.
- **Collective ownership** – civic, business and community leaders sharing in the responsibility of building a prosperous future for Slough.
- **Thinking one step ahead** – being prepared for the trends and technologies that will shape Slough's economy in years to come.
- **Building trust** – leadership founded on transparency, integrity and putting the people of Slough first.

- **Environment first** recognising that economic growth can be achieved in harmony with a more resilient and sustainable Borough.

### **Action Plan**

- 5.3 The Action Plan for the successful implementation of this Strategy will set out a Response, Recovery and Renewal approach to the economy which aligns with the broader Three R Strategy of the Council. The first part of the Action Plan will focus on Response covering period current to next 6 months. Second part of the Action Plan will focus on Recovery and cover period 6-24 months. Renewal will be the focus for the final part of the Action Plan covering period of 2-5 years and taking is to 2025. The Action Plan will be developed by the Regeneration, Economy and Skills Board with close support and coordination provided by the Economic Development Team at SBC.

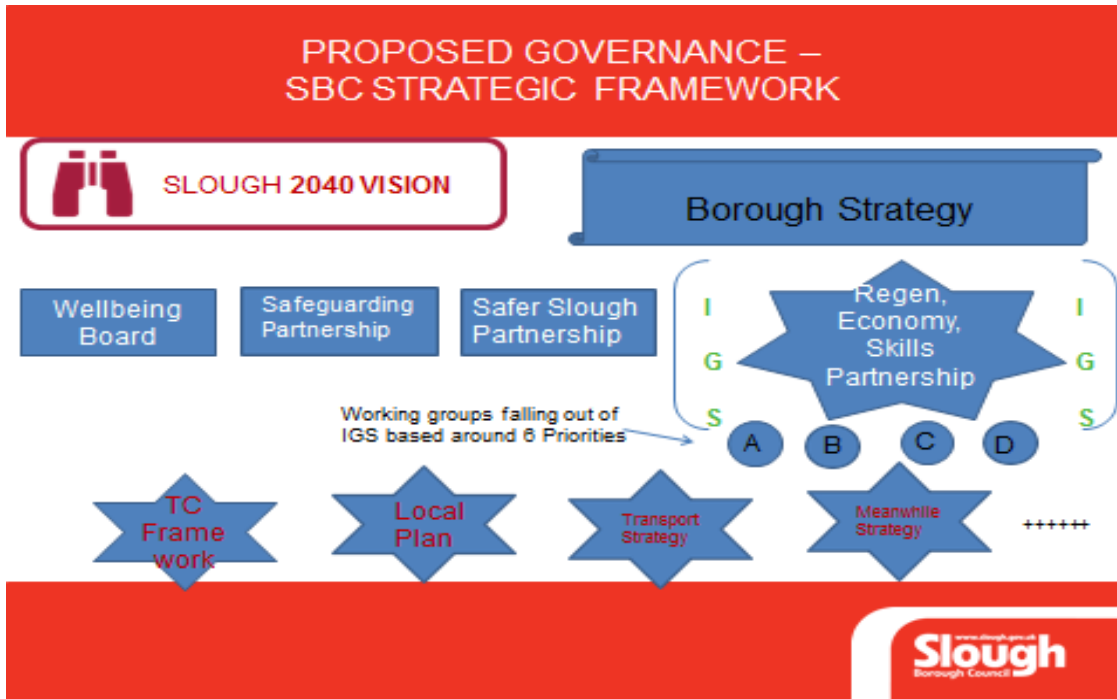
### **Performance Management**

- 5.4 The successful implementation of the strategy will rely on the achievement of the actions set out under each of the six priorities with initial monitoring being achieved through reporting against the suite of indicators set out in the report. These indicators, although they will be periodically presented to members as a dashboard, can only give a sense of the direction of travel rather than gauging genuine progress towards the achievement of inclusive growth. It will therefore be necessary, perhaps through the Regeneration, Economy and Skills Board to establish a more qualitative evaluation framework to help maximise return on the Council and Slough wider communities' investment.
- 5.5 Performance measures within the strategy are captured at headline level and provide a direction of travel. The newly formed Regeneration, Economy and Skills Board will refine the measures and have the responsibility to create a joint public-private sector action plan, detailing clear accountability for Slough Borough Council and its partners. Expected actions will be developed further, detailing obligations, with a strong emphasis on monitoring and performance. The next stage is to develop this, ensure due diligence and confirm the governance and reporting structure for the Regeneration, Economy and Skills Board. We expect the plan to feed into the councils reporting process and relevant committees. The Strategy is the foundation for internal council accountability and sets a clear direction for the next five years including the support required in the current recovery period.

### **Governance**

- 5.6 The Governance of this Strategy and the proposed Regeneration, Economy and Skills Board will be linked to the emerging Slough 2040 Vision. This Board will sit alongside the Statutory Partnerships of Wellbeing Board, Safeguarding and Safer Slough. There will be various working groups that sit under this Board that are focused around the six priorities of the Strategy. This way it will lead on the delivery of an Inclusive Growth agenda and work in partnership with other key stakeholders in the Borough and Boards. Composition of this Board will commence as soon as the Strategy has been adopted.

The Table below illustrates this but is work in progress and is not set in stone or agreed yet.



5.7 While many of the inclusion activities are focused at the level of the household or the individual, the strategy operates at the level of Slough as a place. So that while its impact on the lives of Slough’s residents and workers may be harder to isolate than direct interventions, it has the potential to deliver greater impact on lives and life chances. By adopting this strategy and advocating its message, Slough can use its behaviours to better understand our challenges and priorities and so focus our responses to strategies operating at wider geographies.

5.8 **Partners**

A variety of Stakeholders have been engaged in the development of the Draft Strategy. These have included partners from the private, education, public and voluntary sectors. An engagement session with these Partners was held at The Curve in November 2019 where preliminary research on the baseline of Slough’s economy was presented and then workshop activities undertaken which went on to inform the 6 Priorities and actions in the Strategy. As we move on to Action Planning stage, Partners will be included to help identify projects and leads. Partners from across all sectors, including the Voluntary and Community sector will be invited to represent on the Board and/or subgroups that will be established. Partners are key to ensuring the Strategy is translated into activities that will be delivered by stakeholders at the grass roots level. In return, the Strategy will get shaped and updated by Partners, based upon the need at the grass roots level.

6 **Comments of Other Committees**

The matter has not been considered by other committees.

7 **Conclusion**

By approving the recommendations outlined in section 2, the Cabinet would be demonstrating its support for the adoption of the Slough Inclusive Growth Strategy and to therefore endorse a new set of Borough wide priorities and behaviours for decision making, prioritising and action planning.

8 **Appendix**

'1' - Slough Inclusive Growth Strategy 2020-25



**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> June 2020

**CONTACT OFFICER:** Shabnam Ali, Service Lead Economic Development,  
**(For all enquiries)** 07592 392 742

**WARD(S):** All

**PORTFOLIO:** Councillor Balvinder Bains - Portfolio Holder for Inclusive Growth and Skills

**PART I**  
**KEY DECISION****SLOUGH INNOVATION SPACE ERDF FUNDING APPLICATION****1 Purpose of Report**

To introduce the project of the *Slough Innovation Space* which seeks Cabinet approval to underwrite £703k. This is the expected income from SMEs using the planned new Space. This approval is needed to complete an application for a £1.65m grant from the European Regional Development Fund (ERDF). Without this, the application cannot proceed.

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

The Cabinet is requested to resolve:

- (a) That it be agreed to underwrite £703,358 of expected income from SMEs using the planned new Slough Innovation Space between 2021 – 2023.
- (b) That it noted that by underwriting this amount, the Council will unlock funding of £2.35m from ERDF and other partners (subject to a successful application).
- (c) That it be noted that this project is a key initiative to help recovery and renewal for Slough SMEs and its economy by creating 181 well paid jobs and 54 fast growing tech SMEs between 2021 and 2023.

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

Our commitment to creating Slough Innovation Space, an innovation facility supporting businesses to innovate in new products and services will support employment, business creation and growth and introduce innovative products to the market. All of which will boost the Borough's economy and improve its appeal as a destination. In addition the associated growth will increase council tax and business rate receipts and provide an income stream, which could contribute to the provision of front line services.

### 3b Five Year Plan Outcomes

- Slough will be an attractive place where people choose to live, work and stay

Our commitment to creating a new Innovation Space will boost the Borough's economy and improve its appeal as a destination for start up businesses. It will encourage people to visit, live and work in Slough.

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

Providing an Innovation facility with business support for start up businesses will help attract and retain businesses in the borough encouraging them to occupy commercial office spaces and create employment opportunities.

### 4 Other Implications

#### (a) Financial

The main implications here are that:

- the Council is taking on the risk of underwriting £703,358 at a time when resources are already stretched and filling shortfall as a consequence of COVID 19 unexpected expenses. Although the Project is expecting to make up for this through SME income, the risk still exists that this income may not get achieved.
- The Council is having to cover running costs upfront. ERDF funds are paid quarterly in arrears, and it can therefore be up to 5 months from SBC spending money to reimbursement from ERDF. The highest amount of upfront costs is at **£514k** in Q2 2021. This soon reduces down to around £200k by Q1 2022, and the slate is wiped clean by Q1 2024 when all the ERDF funds are received

#### (b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
It is recommended that the Cabinet agrees to underwrite £703,358 of expected income from SMEs using the planned new Slough Innovation Space, between 2021 – 2023.	There is a <b>risk</b> that SME income is lower than expected. This would mean the Council might be responsible for the shortfall and make payments to SIS suppliers.	We have conservatively assumed that the SIS is, on average, only 72% occupied.  The SIS would therefore need to be less than 72% occupied by SMEs for the project period (on average) for SBC to be	6 Risk: Very Low Impact: Critical (Financial impact between £500,000 and £1,000,000)	The Council, working with the Innovation Consultancy that will be procured to operate the SIS, will develop a multi-channel digital and outdoor media marketing strategy to build awareness for

		liable for any payments.		the SIS and attract SMEs. The strategy will allow SBC to flex levers (e.g. Google Paid Search spend) to attract more SMEs if occupancy is forecast to be lower than expected.
Note that by underwriting this amount, the Council will unlock funding of £2.35m from ERDF and other partners (subject to a successful application).	There is a <b>threat</b> that if SBC does not underwrite the income from SMEs then the application for ERDF grant of £1.65m, plus the already committed match funding from the LEP and Heathrow Airport Ltd (£700k total) will not be successful.	This submission to Cabinet to agree to underwrite the SME income.	12 Risk: Low Severity: Catastrophic (Financial impact in excess of £1m)	SBC, supported by an Innovation consultancy, will continue to respond to clarification questions from MHCLG about the ERDF grant application, to ensure successful approval of the grant as quickly as possible.
Note that this project is a key initiative to help recovery and renewal for Slough SMEs and its economy by creating 181 well paid jobs and 54 fast growing tech SMEs between now and 2023	The application for ERDF funding is an <b>opportunity</b> to create high growth successful SMEs in Slough and help mitigate the impact of COVID-19 to the local economy. Slough is one of the two towns currently experiencing the highest rate of business deaths in	The Council has already submitted an 81 page business case application to MHCLG, seeking approval for the £1.65m ERDF grant.	12 Risk: Low Severity: Catastrophic (Financial impact in excess of £1m)	SBC, supported by an Innovation Consultancy, will continue to respond to clarification questions from MHCLG about the ERDF grant application, to ensure successful approval of the grant as quickly as possible.

	<p>Berkshire. There is therefore a <b>threat</b> to the successful recovery of the Slough economy if Cabinet does not underwrite the SME income.</p>			
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(c) Human Rights Act and Other Legal Implications

On the assumption that occupancy of Council premises may give rise to property rights to the occupants, it needs to be borne in mind that Article 1 of the First Protocol to the European Convention on human Rights, which is given effect to in domestic law by the Human Rights Act 1998, provides that every natural and legal person is entitled to the peaceful enjoyment of his possessions and that no person shall be deprived of their possessions except in the public interest and subject to the conditions provided by law. It will need to be ensured therefore that any occupation is arranged in the appropriate manner which protects the Council's interests against the creation of any protected business tenancies under the Landlord and Tenant Act 1954.

Under the Council's constitution any individual debt in excess of £15,000 may be recommended for write off by the Section 151 Officer and approved by the Cabinet. In any one financial year the Section 151 Officer may not approve the write offs of debts totalling more than £500,000 in aggregate.

Any form of financial accommodation given to businesses by the Council runs the risk of constituting illegal state aid under EU Law, which will continue to apply until 31 December 2020. External legal advice has been obtained by the Council which confirms that most of the instances of financial accommodation likely to be afforded by the Council under the proposed scheme are likely to be exempt under the "De Minimis" rule which exempts from the State Aid regime financial accommodation up to a limit of 200,000 euros to any individual economic operator in any cumulative period of 3 years. Further, the advice is to the effect that the manner in which any financial accommodation will be afforded under the proposed scheme will be compliant with the restrictions of the State Aid regime.

A full State Aid Report has been provided by Bevan Britton who has fully considered implications of State Aid associated with this project. Attached as Appendix 'A'

(d) Equalities Impact Assessment

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

(d) Workforce

There are no workforce implications, the project will form part of current job holders work plans. Their existing terms and conditions coupled with their contractual hours will not change. Any additional hours worked will be recharged to ERDF .

Although there are no formal workforce implications, it is worth noting that the Funding Application allows us to recharge associated staff costs for those SBC staff that will have input into the ongoing project.

The ERDF funding allows us to draw down costs associated with staff that have input into the delivery of the project. The following staff have been identified to support this along with the cost of their time based upon a certain percentage of their full time role.

<p>SBC Staff –</p> <ol style="list-style-type: none"> <li>1. Senior Responsible – (SL level)</li> <li>2. Contracts Officer – (Procurement Officer level)</li> <li>3. Project &amp; Financial controller – (Finance Manager)</li> </ol>	<p>£76,630</p>	<p>SBC is compensated for the time of three Council officers who will support the SIS</p>
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### **SBC Senior Responsible Owner**

The SRO has ultimate responsibility for the successful delivery of the SIS project time, cost and quality and ensuring the outputs defined in the ERDF application are achieved.

### **Contracts manager**

The Contracts Manager manages the contractual relationship with the SIS Design & Build supplier, and SIS Operator supplier. They are responsible for:

- Formally assessing and reporting performance of suppliers against deliverables and KPIs defined in the contract
- Managing contract change control

Enforcing contract mechanisms as necessary governing supplier poor performance or breach of contract.

### **Project and financial controller**

The Project and Financial Controller formally quality assures and then reports the following to the Managing Authority:

- Quarterly grant claims in accordance with the standard terms and conditions set by ERDF including a breakdown of the amount of eligible expenditure that will be funded by grant and the amounts funded by each of the other funding source.
- A quarterly detailed Project Progress report describing progress made towards achieving the quantified targets.

They are responsible for ensuring all grant claims are compliant with State Aid legislation and ERDF eligibility rules.

(f) Property

Slough Innovation Space will occupy the 5<sup>th</sup> Floor of Observatory House from start of project and the duration of ERDF Funding. The long term home of the facility is intended to be on The North West Quadrant Site which is being factored into the masterplan of the site, currently. After 2023 when the project funding finishes and if the NWQ facility is not ready for the Innovation Space, the project will continue to occupy 5<sup>th</sup> Floor.

This location is deemed most appropriate for the SIS and will help it be a success. The location and proximity to the train station is ideal, as well as providing a boost to the Town Centre area. Other sites were considered for the SIS but nothing was in line with providing a modern space that helps create the right atmosphere for businesses to innovate and network with other start ups. Proximity to the train station also supports sustainable travel from other parts of Berkshire and West London, from where we are expecting businesses to arrive from.

## 5 Supporting Information

- 5.1 Slough Borough Council (SBC) has applied for £1.65m of European Regional Development Fund (ERDF) cash, administered by the Ministry of Housing, Communities and Local Government (MHCLG) to fund a brand new Innovation Space that will be created on the 5<sup>th</sup> Floor of Observatory House.
- 5.2 The project will make Slough recognised as a UK tech leader, create 181 high paid jobs and generate £8.3m of new economic activity in Slough and surrounding area during the initial project period alone (2021 – 2023).
- 5.3 The total budget for the project is £3.85m which includes the £1.65m grant application from ERDF and a match fund from Slough and its Partners, The funds will be used to:
- 5.3.1 Fit out a state of the art 10,000 Sq/ft innovation space on 5<sup>th</sup> floor Observatory House
- 5.3.2 Design and operate an R&D accelerator programme to help at least 54 SMEs successfully commercialise innovative products and services
- 5.3.3 Create a new Innovation Hub in Thames Valley Berkshire – hosting frequent ‘Slough Solves’ events to solve local health, social, economic and environmental issues
- 5.4 The Council has already secured agreement for £500k match funding from the Thames Valley Berkshire Local Enterprise Partnership (TVB LEP), and £200k from Heathrow Airport Ltd. The full funding breakdown is as follows:

<b>Funding source</b>	<b>Amount</b>	<b>Notes</b>
ERDF	£1,650,000	
TVB LEP	£500,000	Confirmed
Heathrow Airport	£200,000	Confirmed
SBC value in kind donation of 10,000 Sq/Ft of 5 <sup>th</sup> floor, Observatory House	£800,000	
Income from SMEs using space	£703,358	Proposed to be underwritten by SBC
<b>Total</b>	<b>£3,853,358</b>	

The expenditure breakdown for the project is as follows:

<b>Expenditure</b>	<b>Amount</b>	<b>Notes</b>
Fit-out	£1,109,000	Design and fitout of 10,000 Sq/ft space of 5 <sup>th</sup> floor observatory house
SBC Staff	£76,630	SBC is compensated for the time of three Council officers who will support the SIS part time
Operator Supplier	£1,842,728	Specialist innovation consultancy with proven track record – to be procured
Premises cost	£800,000	Market rate of 5 <sup>th</sup> floor Observatory House space, donated by SBC for the project
ERDF Summative assessment	£25,000	Required by ERDF to independently assess project outputs
<b>Total</b>	<b>£3,853,358</b>	

5.5 ERDF funds are paid quarterly in arrears, and it can therefore be up to 5 months from SBC spending money to reimbursement. The table below shows the cash flow for each quarter of the project - the maximum amount owed back to SBC at any point is £514k, in Q2 2021.

	ERDF grant claimed	ERDF funds received	Total project costs paid out	SME income	SBC project cash balance	Notes
<b>2020</b>						
Q4	£121,689		£203,552	£0	£700,000 £496,448	Assumes LEP and Heathrow Airport match funding is paid up front
<b>2021</b>						
Q1	£303,166		£588,868		£-92,420	
Q2	£297,125	£121,689	£571,979	£28,878	£-513,832	
Q3	£180,759	£303,166	£333,744	£68,713	£-475,697	
Q4	£96,858	£297,125	£165,944	£68,713	£-275,803	
<b>2022</b>						
Q1	£96,917	£180,759	£166,107	£68,821	£-192,330	
Q2	£101,668	£96,858	£179,391	£73,664	£-201,199	
Q3	£101,668	£96,917	£179,391	£77,657	£-206,016	
Q4	£101,668	£101,668	£179,391	£77,657	£-206,082	
<b>2023</b>						
Q1	£101,881	£101,668	£179,985	£78,052	£-206,347	
Q2	£103,201	£101,668	£183,676	£80,507	£-207,848	
Q3	£43,400	£101,881	£121,330	£80,696	£-146,601	
Q4		£103,201	£0		£-43,400	
<b>2024</b>						
Q1		£43,400			£0	
<b>Totals</b>	<b>£1,650,000</b>	<b>£1,650,000</b>	<b>£3,053,358</b>	<b>£703,358</b>	<b>£0</b>	

5.6 The ERDF outline application was approved by MHCLG in November and SBC submitted a full application in February that is now in review. The planned opening date for the new facility is April 2021 (although it is possible this could be delayed by the impact of COVID-19).

5.7 Income from SMEs cannot be used as a match funding source in the ERDF application as all match funding must be guaranteed before the project starts.

5.8 We are therefore asking Cabinet to underwrite the SME income by providing a match funding letter to MHCLG, to accompany the ERDF application form.

5.9 Outside of the ERDF funding application process, we will be using other sources of funding to cover the rental cost of the 5<sup>th</sup> Floor being contributed to this project. Negotiations with a number of Partners are currently underway as well as firmed contributions already made towards the project by other Partners.

### The payment mechanism

5.10 The mechanism for receiving income from SMEs and paying suppliers is as follows:



- 5.10.1 SMEs pay rent in advance each month
- 5.10.2 SBC pays SIS suppliers end of each month

5.11 SBC should therefore never be liable for any payments, but underwrites the income in case it is below what is needed to pay suppliers

### **Assumptions for SME income**

5.12 All inclusive monthly rates for SMEs (except meeting room usage):

- £200/month (+ VAT) for hotdesk
- £350/month (+VAT) for private office desk
- £30/hour meeting room usage (+VAT)

5.13 The Maximum quarterly income is:

- 32 Private desks = £33.6k
- 42 hot desks, but assume 60% occupancy so 70 desks can be sold = £42k
- Payment for meeting rooms, assume £30/hour and each SME books on average 10 hours per month = £30 x 10 x 3 x 28 SMEs (average no. SMEs assuming 3 FTEs per SME using hot desks) = £25.2k revenue
- **Total = £100.8k quarterly max revenue**

5.14 Occupancy begins at the start of May 2021 and for the purposes of the ERDF project, continues until end of Q3 2023, which is 9 2/3 quarters.

5.15 Therefore the theoretical maximum income is 9 2/3 x £100.8 = £974k

5.16 It should be noted that SMEs who successfully join the R&D Accelerator programme receive free use of the space for six months (after which they're invited to become paying residents).

5.17 We have assumed SME income of £704k, which is therefore an average paying occupancy of £704k/£974k = 72% occupancy.

5.18 Therefore as long the Council and the procured Innovation Consultancy achieve an average paying occupancy of >72% the Council will not be liable for any payments

## **6 Comments of Other Committees**

n/a

## **7 Conclusion**

The Slough Innovation Space project is an opportunity to take advantage of a £1.65m grant to build a state of the art innovation facility and help make Slough famous for creating successful, high growth R&D focussed technology start-ups.

It is recommended that Cabinet agrees to underwrite the SME income so the Council can complete its application to MHCLG and successfully obtain the grant funding.

## **8 Appendices Attached (if any)**

'A' - Bevan Brittan State Aid Report

## **9 Background Papers**

'1' - none

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SLOUGH BOROUGH COUNCIL

Slough Innovation Space

State aid report

26 March 2020

## 1 OVERVIEW

- 1.1 Slough Borough Council (**Council**) is applying for ERDF funding under Priority Axis 1: "*enhancing research and innovation infrastructure and capacities to develop research and innovation excellence, and promoting centres of competence, in particular those of European interest* [1]". We have been asked to provide an independent State aid report to demonstrate how the project will comply with the State aid rules.
- 1.2 We are happy for the Council to share our report with the Ministry of Housing, Communities and Local Government (**MHCLG**), but please note that we have prepared it solely for the Council, and MHCLG should obtain its own advice as required.

## 2 SUMMARY OF ADVICE

- 2.1 The State aid rules<sup>1</sup> prohibit the State from providing selective financial support to an entity operating on any given market if doing so distorts (or threatens to distort) competition and affects trade within the European Union. Payment of the grant to the Council will engage the aid rules, and could result in aid at a number of different levels. However, in our view there are good grounds for concluding that they will be complied with for the following reasons:
- 2.1.1 the grant to the Council can be made by relying on the European Commission's German incubator decision, an exemption that applies where a local authority retains no benefit from the public funding. Although there are other potential ways of ensuring compliance, we consider this to be the most suitable and robust;
- 2.1.2 SMEs hiring facilities at the SIS (i.e. those not on the six month R & D accelerator programme (**Accelerator Programme**)) will be charged a market rate, and will therefore not be subsidised from State resources, for example, by way of below-market charges;
- 2.1.3 SMEs on the Accelerator Programme can be supported compliantly under the *De Minimis* Regulation,<sup>2</sup> subject to the Regulation's specific conditions being met, for example, not exceeding the threshold of €200,000. We consider that this is the simplest and most suitable method of ensuring compliance at this level, and is what we have frequently seen used in ERDF funded projects. If the specific conditions cannot be met in any particular circumstances, it may be possible to modify the form of aid so as to be able to rely on one or more of the exemptions in the General Block Exemption Regulation.<sup>3</sup> For example, Article 22 permits aid for start-ups and Article 28 permits innovation aid for SMEs. As a final alternative, it may be possible to argue that an SME is not in fact an "undertaking" at that time on the grounds that it does not trade and is researching / testing an idea to bring to the market;
- 2.1.4 contractors appointed in relation to fit out and operation of the SIS will be procured in accordance with the applicable EU procurement rules and the broader ERDF procurement requirements.<sup>4</sup> Where a contractor is appointed using a competitive tender under the EU procurement rules, there is very unlikely to be any aid as the market will have determined the level of payment for the services. This means that there is unlikely to be a subsidy to a contractor caused by paying more than a market rate. This will also be the case for procurements that are outside of, or below the EU procurement thresholds, as long as a transparent competitive selection procedure is used that is weighted towards price / value for money;

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<sup>1</sup> Please note that our advice is based on State aid law as at the date of writing. The law may change after 31 December 2020, depending on whether a free trade agreement is reached with the EU, or whether the Government adopts a different regime.

<sup>2</sup> Commission Regulation 1407 / 2013 of 18 December 2013.

<sup>3</sup> Commission Regulation (651 / 2014 / EU) of 17 June 2014.

<sup>4</sup> ESIF National Procurement Requirements (ESIF GN 1-001, 16.8.19).

- 2.1.5 there will be no aid (direct or indirect) to any of the partners providing match funding or who are otherwise engaged in the project for a combination of reasons, for example, they will not be paid any grant, are not “undertakings” under the aid rules or will invest on market terms.
- 2.2 The Council’s use of the grant must fit with the ERDF rules around income generating projects. The Council has calculated that no net income will be generated by the SIS because all income received will be reinvested into additional floor space or otherwise improving the offering to SMEs, i.e. the benefit of the grant will be passed on to the SMEs and not retained by the Council. We recommend that the position is monitored to ensure that the rules are complied with. If net revenue is generated, MHCLG will be able to exercise its clawback rights in the standard ERDF funding agreement.
- 2.3 The support to be provided under the Accelerator Programme does not fit within any of MHCLG’s pre-notified ERDF schemes as the aid to the SMEs is not in the form of cash, loans beneath the reference rate or repayable advances.

### 3 BACKGROUND

- 3.1 The Council intends to fit out and operate unused Council office space as an innovation hub, which will be called Slough Innovation Services (**SIS**). In support of the project, it is applying for approximately £1.6 million of ERDF grant, 44% of the costs of the total project costs (approximately £3.7 million). Match funding will be provided as follows: the Council (£1.3 million in-kind), Thames Valley Berkshire LEP (£500k cash) and Heathrow Airport Limited (**Heathrow**) (£200k cash).
- 3.2 The project has three distinct elements, as set out in detail in the Full Application Form. These comprise:
- 3.2.1 fitting out a new 924 square metre research and development facility, providing desk capacity for 123 employees plus laboratory, meeting and collaboration space;
- 3.2.2 designing and operating the Accelerator Programme, which will help SMEs commercialise products and services; and
- 3.2.3 more broadly, acting as an innovation hub that will promote innovation collaboration amongst local authorities, businesses, academia and other innovation providers in the area, for example, by holding at least monthly events on relevant R & D topics and a quarterly “brains trust” workshop.
- 3.3 SMEs who wish to participate in the Accelerator Programme will have to pass a selection process, which will include satisfying core criteria. For example, at least 33% of their FTEs will have to be dedicated to R & D, and the product or service to be commercialised will have to align to the National Industrial Strategy’s “grand challenges” (artificial Intelligence and data, ageing society, clean growth and future of mobility).
- 3.4 When participating in the Accelerator Programme, SMEs will receive a range of free support including office or lab space, which has the primary objective of helping them commercialise products and services through R and D and innovation.<sup>5</sup> SMEs who decide to remain in the SIS after completing the Programme will pay a market charge to use the facilities. At the end of the Programme, SMEs are expected to pitch to potential investors, for example, **Heathrow**, to raise private investment to support hiring new researchers and further investment in the product or services being commercialised.
- 3.5 The Council will procure a contractor to undertake the fit out works and an operator to manage the SIS and the Accelerator Programme. It will let both contracts in compliance with the Council’s internal procurement rules and the Public Contracts Regulations 2015 (to the extent applicable).

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<sup>5</sup> More detail is set out in the Full Application Form, for example, pages 6-7.

- 3.6 The Accelerator Programme will be promoted by Royal Holloway University and Brunel University to students and alumni, and by Thames Valley Berkshire LEP (through the Berkshire Growth Hub).
- 3.7 SMEs not on the Accelerator Programme may hire space / facilities in the SIS for a market rate.
- 3.8 The Council will fund the SIS after expiry of the three-year ERDF grant period to the extent that it is not self-funding (it is not currently expected to be).

#### 4 OVERVIEW OF THE RULES

- 4.1 As context for our advice, we have included an overview of the State aid rules in Schedule 1. In summary, these prohibit the State from selectively using its resources to support an “*undertaking*” if doing so:
  - 4.1.1 distorts or threatens to distort competition; and
  - 4.1.2 affects trade between Member States.
- 4.2 The definition of “*undertaking*” is broad, and is determined on the basis of whether an organisation's activities are economic or non-economic rather than its legal status, for example, as a local authority.<sup>6</sup> It will include any entity that offers goods or services on a market.<sup>7</sup>
- 4.3 There are five potential levels which could potentially create either direct or indirect aid, each of which is considered in turn below:
  - 4.3.1 to the Council as grant recipient;
  - 4.3.2 to SMEs who hire facilities at the SIS;
  - 4.3.3 to SMEs participating in the Accelerator Programme;
  - 4.3.4 to contractors engaged by the Council. For example, to fit out or operate the SIS;
  - 4.3.5 to other third parties supporting or otherwise engaged in the project, for example:
    - (a) Brunel University and Royal Holloway University;
    - (b) Heathrow;
    - (c) Berkshire Growth Hub;
    - (d) those who invest in an SME which has completed the Accelerator Programme.

#### 5 THE COUNCIL

- 5.1 Although a local authority, the Council can be classified as an “*undertaking*” for State aid purposes if it offers goods or services on a market. It is possible that the fit out and operation of SIS could result in the Council being classified this way. Although there would be scope to argue that the Council is not in fact an undertaking on the basis that it is performing a statutory function in promoting economic development, the least risky and more robust approach would be to rely on the German incubator decision. The Council's in house legal advisers previously identified this option in their letter to MHCLG of 19 February 2020, and the decision and why in our view it can be relied on here is explained below.

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<sup>6</sup> *Van Landewyck* (Joined Cases C-180/98 to C-184/98).

<sup>7</sup> Case 118 / 85 *Commission v Italy* [1987] ECR 2599.

*German incubator decision*

5.2 A decision of the European Commission (**Commission**) has established that the public funding of local authorities to support the construction and operation of incubation centres for SMEs will not breach the State aid rules if the authority retains no benefit – this is known as the German incubator decision.<sup>8</sup> Funding at the "top level" (i.e. local authority) was held by the Commission to be compliant on the basis that the benefit flowed down to the SMEs, and at that level complied with an existing exemption from the rules (considered in paragraph 7 below). A more recent decision confirmed this approach is compliant i.e. that at the top level the entity is acting merely as an intermediary.<sup>9</sup>

5.3 The Commission recognised in the incubator decision that the authorities were trying to solve a perceived market failure, and therefore used the funding to procure contractors to construct and operate new centres. The relevant part of the decision is quoted below because it clearly explains the rationale (reference to "providers" is to the local authorities. We have highlighted key text in bold):

*"(29) Under the measure in question, **the providers are responsible for constructing and managing a centre**. They are thus creating the possibility that a centre can rent out premises and/or offer other services to SMEs. Even if they are non-profit bodies, **they are performing an economic activity which** could be carried out by, for example, private real estate firms or private consultancies.*

*(30) However, **the providers are not supposed to benefit themselves** from the measure as the State aid is intended to make premises and services **available to SMEs**. Indeed, the State resources granted to the providers are intended to confer an economic advantage **solely on the users**. Several mechanisms ensure that no advantage will remain at the level of the providers.*

*(31) A public **invitation to tender** for the **construction or extension** of a centre will be organised in compliance with **public procurement legislation**.*

*(32) The **providers are obliged to transfer the possession or use of the centre to the users** for at least 15 years. To that extent, they do not to receive an advantage over that period of 15 years, during which the buildings have to be used as centres.*

*(33) However, as the centres will remain in the ownership of the providers after 15 years and as long as no compensation is payable for the residual value, their value could constitute an advantage for the providers (the owners of the building) as they could then be used for other activities or sold. In order to ensure that no advantage remains at the level of the providers after 15 years, the German authorities undertook, in the course of the Commission's investigation, to ensure that profits will be absorbed after that period. This will be done either by applying the discounted cash-flow method or, in any case, on the basis of a method corresponding to the method provided for in Article 29(4) of Council Regulation (EC) No 1260/1999 of 21 June 1999 laying down general provisions on the Structural Funds (8). All the revenue earned and losses incurred by the providers during the 15 years will be taken into account, including the residual value of the building. This suggests that the business activity of the centres should be placed at the level of the providers as it is the latter that will ultimately bear the economic risk attaching to a centre.*

*(34) **Since the providers do not receive any economic advantage**, they cannot be regarded as beneficiaries of State aid within the meaning of Article 87(1). They can be considered to be only the **vehicles for making assistance** available to the users via the centres."*

5.4 In our view, the SIS project is similar enough to the facts of the German incubator decision to enable the Council (and MHCLG) to rely on it. The key issue is to ensure that the Council does not itself

<sup>8</sup> Commission Decision of 3 May 2005 (2005 / 782 / EC).

<sup>9</sup> State Aid SA.41540 (2015/N) – Republic of Lithuania Aid to public legal persons - Science and Technology Parks.

benefit from the ERDF grant i.e. that its financial position is not improved during or after the project (assuming SIS does not operate indefinitely). This will be achieved by:

- 5.4.1 undertaking competitive procurements in accordance with the applicable EU procurement rules to appoint third parties to provide the following works and services rather than the Council doing so:
    - (a) works contracts for fit out of the floor space to be used as the SIS;
    - (b) a service contract for the operation of the SIS, including provision of the Accelerator Programme;
  - 5.4.2 passing on the benefit of the ERDF grant to SMEs by providing the Accelerator Programme for no charge;
  - 5.4.3 reinvesting income (for example, rental / hire payments) into the Accelerator Programme or maintenance and operating costs for the SIS, so that there is no immediate or residual benefit to the Council during or after the operation of the SIS;
  - 5.4.4 it will also be necessary to demonstrate that the effect of the works does not improve the value of the asset held by the Council. Accordingly, the initial valuation (required for valuing the match funding element) should also be accompanied by an opinion as to the value of the floor after the end of the operational period to establish whether the Council gains any residual value. This could be confirmed at the end of the operational period.
- 5.5 There are a number of potential alternatives, considered below, but we consider that the incubator decision is the most suitable and robust for this project provided that processes are in place to ensure no benefit is retained by the Council during or after the project.

*General Block Exemption Regulation*

- 5.6 The General Block Exemption Regulation<sup>10</sup> (**GBER**) contains a number of categories of pre-approved "good" aid that may be given without breaching the rules as long as a number of specific and general conditions are met. We have considered the most relevant below.

*Article 26 – investment aid for research infrastructure.*

- 5.7 Article 26 permits investment aid for research infrastructure. Although there would be scope to consider this option, in our view SIS project fits squarely within what is permitted by the German incubator decision and so we have not considered Article 26 in any more detail.

*Article 27 – aid for innovation clusters*

- 5.8 Article 27 permits aid for "innovation clusters" in defined circumstances. In our view, it would be difficult to do so because (1) the SIS and its activity does not fit squarely within the definition of innovation cluster, (2) it would only permit aid to be granted to the Council and not those on the Accelerator Programme and (3) the fees for use of the SIS would have to correspond to the market price or reflect actual costs.

*Article 56 – local infrastructure*

- 5.9 Article 56 permits aid for the construction or upgrade of local infrastructure which will contribute to improving the business and consumer environment locally, and modernising and developing the industrial base. Business incubators have been recognised as falling in the definition of local infrastructure. However, a key condition of Article 56 is making the infrastructure available on an open, transparent and non-discriminatory basis for a market charge, which will not be the case here.

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<sup>10</sup> Commission Regulation (651 / 2014 / EU) of 17 June 2014.



*The SIS and income generation*

- 5.10 The Council has indicated in section 5.9 of the Full Application Form that the SIS will not generate any net income because “*the income will be used as a funding source to achieve break-even of costs vs. funding* [ ]”. Section 5.9 relates to the rules around revenue generation in Article 61, EU Regulation 1303 / 2013 and Regulation (EU) 480 / 2014. Under ERDF rules, net income under Article 61 is deducted from the eligible costs for the purposes of determining the level of aid available from ERDF, which is capped at 50%.
- 5.11 The Council has calculated and confirmed to us that there will be no net revenue from the SIS. On the basis, the rules around income generation will be satisfied, and in addition the Council will be able to demonstrate that it will not retain any benefit for the purpose of the German incubator decision. We note that the Accelerator Programme users will not be paying and the income is limited to those bodies falling outside this. This can properly be netted off against the costs of maintaining the facility, and the replacement of short term equipment.
- 5.12 The Council will need to regularly review and monitor whether it is generating net revenue to ensure that the rules remain satisfied. If the position changes such that net revenue is, or is likely to be, generated then we would expect it to discuss with MHCLG proposals for use of the revenue. If agreement cannot be reached on this then MHCLG should be able to rely on clawback provisions in the funding agreement, which we would expect to be exercised on a pro rata basis in light of the proportion of eligible costs funded from the grant.

**6 AID TO THOSE HIRING FACILITIES**

- 6.1 SMEs not on the Accelerator Programme may hire SIS facilities, although we understand that they will be charged a market rate. No aid will therefore exist at this level: it is an established principle of the State aid rules that if resources or services are provided on market terms there will be no element of subsidy by the State.<sup>11</sup> We do not therefore consider that the grant will create aid to SMEs who pay a market rate for using SIS facilities.

**7 AID TO THOSE ON ACCELERATOR PROGRAMME**

- 7.1 SMEs on the Accelerator Programme will receive facilities and support for no charge, which would potentially breach the State aid rules as a transfer of State resources to a market operator on below-market terms. As the thresholds for the third and fourth conditions that must be met for State aid to exist (distorting or threatening to distort competition and affecting trade within the EU) are very low, it would be prudent to assume that they would be met here. However, there are two main ways of providing the facilities and support compliantly. In our view, the first option, the *de minimis* Regulation,<sup>12</sup> is the simplest in view of the relatively low financial level of support and the lighter compliance obligations. In this respect, we note that the Commission's GBER Frequently Asked Questions recognise that this Regulation may be relied on, for example, for “*final beneficiaries*” where aid could exist at several levels (FAQ 109), and for users of “*publicly supported infrastructure...provided that all the applicable conditions [of the de minimis scheme] are respected*” (FAQ 126).
- 7.2 It should be noted that depending on the individual or organisation on the Programme, it is possible that they may not be an “undertaking”, due to the early stage of development of their product. If they are not an undertaking, the State aid rules will not apply to them.

*De Minimis*

- 7.3 First, the *De Minimis* Regulation permits transparent aid to be given on condition that the specified financial threshold is not exceeded; the total amount of aid to an entity over any given three-year

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<sup>11</sup> For example, *SFEI and Others*, C-39/94, ECLI:EU:C:1996:285, *Commission v EDF*, C-124/10 P, ECLI:EU:C:2012:318.

<sup>12</sup> Commission Regulation 1407 / 2013 of 18 December 2013.

fiscal period must not exceed €200,000. The value of aid must be quantified and converted in advance into a gross grant equivalent if its amount is unclear (using the MHCLG guidance on doing so). There are also strict monitoring requirements, which the Council will have to meet. Subject to that, we understand that the level of aid will fall below the threshold and so this Regulation should be applicable.

- 7.4 When calculating the level of aid already provided to ensure the threshold is not exceeded, the *De Minimis* Regulation defines "single undertaking" in a way that means the recipient and its parent company (if any) must be viewed together. Assuming this is below the ceiling, the Council would need to obtain a certificate confirming that the additional aid will not cause it to exceed the ceiling. A template certificate is provided in Schedule 3 of MHCLG's State Aid guidance (click [here](#)).
- 7.5 Given the nature of the aid here, it important to ensure that the value of the support is properly calculated, which for any provided in house should be by way of benchmarking the costs using three comparators. Where, as is the intention here, the Council procures external support through an open, transparent and competitive procurement, that price or hourly rate can be used.
- 7.6 Avoiding aid to undertakings in financial difficulty is not a requirement of the *de minimis* rules, but in any event the Council will be requiring confirmation that recipients are not in financial difficulty.

#### *General Block Exemption Regulation*

- 7.7 As explained earlier, GBER contains a number of categories of pre-approved "good" aid that may be given without breaching the rules as long as a number of specific and general conditions are met. If the *De Minimis* Regulation cannot be relied on, GBER contains a number of exemptions that could potentially be used. For example, aid for start-ups (Article 22) or innovation aid for SMEs (Article 28). It will be necessary to ensure that any aid under GBER is sufficiently transparent, i.e. that a gross grant equivalent can be calculated, if this approach is to be adopted. Adopting a similar process as for valuing *de minimis* aid should suffice. We suggest we consider how GBER compliance could be dealt with if the Council is unable to rely on the *de minimis* Regulation in any particular circumstances.
- 7.8 Any aid under GBER must meet the general requirements under Part II, GBER as well as the specific requirements of the individual exemption. In particular, there is a requirement for aid to be transparent, and to have an incentive effect.
- 7.9 If the Council uses a GBER exemption, it would need to comply with the reporting requirements, and notify the aid within 20 working days of provision. We would be happy to provide more detailed advice on GBER if that would be helpful, but have not done so in this note because of the likelihood that the Council can rely on the *de minimis* rules.

## **8 AID TO CONTRACTORS**

- 8.1 As acknowledged in the Full Application Form, the Council is a contracting authority under the EU procurement rules and has committed to complying with them (to the extent that they apply) when letting the works and operator contracts for SIS. Where a contractor is selected using one of the competitive procedures in the EU procurement rules, the State aid rules will not be breached because:
- 8.1.1 an open and transparent tender process will have removed any selectivity i.e. the market will have been given the opportunity to bid for the contract; and
- 8.1.2 the tender process will have established market rates, meaning there is unlikely to be any subsidy in payments for the works or services. The market economy operator principle has developed as an exemption to the State aid rules, and is available where a contractor is selected by way of an EU-compliant competitive procurement.

- 8.2 In conclusion, a contractor in these circumstances will therefore not be a recipient of aid as it will be providing services for value, tested through a competitive process, and to the extent that any aid element is involved, it would not distort competition as the benefit has been openly competed.
- 8.3 This rationale will also apply where a tender is not run under the EU procurement rules, for example because they do not apply or the contract value is below the relevant threshold, as long as the tender is advertised publicly with bids assessed on objective criteria, and a significant weighting being allocated to pricing. The Council's Contract Standing Orders require it to let any such contracts this way (as well as comply with the EU procurement rules when they do apply). There is therefore unlikely to be any unlawful aid at this level.

## 9 PARTNERS / OTHER THIRD PARTIES

- 9.1 As mentioned in the Background, there are a number of other third parties involved in the SIS project which could potentially receive aid indirectly, although we consider it very unlikely that any of them will do so. To ensure this remains the case, we recommend that the Council monitors the position by considering whether State aid could be provided if the project is changed, for example, grant is paid to any such party or they are allowed to exploit / invest in a product or service on below-market terms.

9.1.1 **Brunel University and Royal Holloway University.** There are two main reasons why these bodies will not receive aid. First, the Council is not paying them any of the grant and so there is no transfer of State resources to them. Second, they are very unlikely to be classified as "*undertakings*" for the purpose of the State aid rules: both are universities within the public education system. Commission guidance and case law has set out what activities may be regarded as non-economic, and this includes public education,<sup>13</sup> including by universities. These recognise that where public entities act "*in their capacity as public authorities*"<sup>14</sup> they will not be engaged in economic activity even if it would theoretically be possible for a private sector entity to offer the same goods or services.

9.1.2 **Heathrow.** There are also two main reasons why we do not consider there will be any aid at this level. First, no grant will be paid to Heathrow and therefore there is no transfer of State resources (in fact, Heathrow is providing match funding of £200k). Second, if it decides to invest in an SME which has completed the Accelerator Programme and intends to further develop a product or service that could be of commercial use to Heathrow, we would expect the investment to be on market terms. The point of the Accelerator Programme is to use R & D to commercialise products and services, which would be defeated if an SME then accepted an equity investment on less than market terms either to Heathrow or an equivalent investor. As long as such investment is on commercial terms then there will therefore be no aid at this level.

9.1.3 **Berkshire Growth Hub.** We understand that the Hub is funded by ERDF grant and the Thames Valley Berkshire LEP, and is operated by Oxford Innovation Services. We do not consider that there will be any aid to the Hub because: (1) it will not be paid any of the grant, and therefore there will be no transfer of State resources, (2) according to its website, the Hub does not charge for providing business support and therefore would not benefit financially from SMEs referred to it by the SIS, and (3) the Hub in any event may not be an undertaking under the State aid rules, but instead a publicly funded body providing information to the business community on an open and non-discriminatory basis.

9.1.4 **Future investors / external funders for SMEs completing the Accelerator Programme.** The reasoning in relation to Heathrow would be also apply at this level.

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<sup>13</sup> C-318/05 *Commission v Germany* [2007]. *Case C-263/86 Humble and Edel* [1988] ECR I-5365, *Case C-109/92 Wirth* [1993] ECR I-06447.

<sup>14</sup> C-30/87 *Bodson* [1988].

**10 PRE-NOTIFIED MHCLG SCHEMES**

- 10.1 We have considered whether the Council could rely on any of the MHCLG pre-notified ERDF GBER schemes (please see [here](#)). For example, English Aid for access to finance for SMEs, which is based on Article 21 (risk aid) and Article 22 (start up aid), and English Aid for SMEs, which is based on Article 17 (investment aid), Article 18 (consultancy aid), Article 19 (aid for participation in fairs) and Article 20 (cooperation costs of participating in European Territorial Cooperation projects). However, these schemes explicitly only permit aid in the form of grant, loans below the EU proxy reference rate and repayable advances, and so cannot be used unless the current project was redesigned.

**Bevan Brittan LLP**  
**26 March 2020**

## SCHEDULE 1 – STATE AID OVERVIEW

### 1 WHAT IS STATE AID?

- 1.1 State aid is a concept deriving from European law, in particular articles 107 and 108 of the Treaty on the Functioning of the European Union (**Treaty**). It has been interpreted broadly to include many different forms of financial assistance, both direct and indirect, for example, grant funding, loans at below the market rate, the provision of premises, equipment or staff at a discount, foregoing tax revenue and equity investment on below-market terms.
- 1.2 State aid is unlawful unless permitted under the Treaty, or by the European Commission pursuant to the regulatory framework under the Treaty. Article 107 states:
- "Save as otherwise provided in this Treaty, any aid granted by a Member State or through State resources in any form whatsoever which distorts or threatens to distort competition by favouring certain undertakings or the production of certain goods shall, in so far as it affects trade between Member States, be incompatible with the common market."*
- 1.3 The definition can be reduced into four limbs:
- 1.3.1 the assistance must be granted by the State or through State resources;
  - 1.3.2 the assistance must favour a certain undertaking / group of undertakings (i.e. an entity / entities engaged in economic activity) or the production of certain goods (with the concept of assistance being widely construed);
  - 1.3.3 the assistance must distort or threaten to distort competition; and
  - 1.3.4 the assistance must affect trade between Member States, or be capable of having an effect on cross-border trade.
- 1.4 Assistance will only constitute State aid if each of the four conditions is satisfied. If one or more are not met, a proposed scheme will fall outside of the definition in Article 107. For example, if the recipient is not in fact an "undertaking" or aid will have only a local effect. In addition, aid can be made compliant by:
- 1.4.1 notifying and obtaining approval from the Commission under Article 107(2) or (3) through the formal clearance process;
  - 1.4.2 relying on an existing exemption, for example:
    - (a) the market economy operator principle – essentially, that there would be no aid because the "benefit" flows from the transaction on market-facing terms;
    - (b) the General Block Exemption Regulation;<sup>15</sup>
    - (c) the *De Minimis* Regulation;<sup>16</sup>
    - (d) the rules governing provision of services of general economic interest, and in particular the services of general economic interest decision.<sup>17</sup>
- 1.5 The consequences of breaching the rules are serious, and can result in the Commission bringing infringement proceedings against the Member State. If a complaint is successfully made to the Commission, the recipient can be ordered to repay the aid plus interest at the statutory rate. A claim

<sup>15</sup> Commission Regulation (651 / 2014 / EU) of 17 June 2014.

<sup>16</sup> Commission Regulation 1407 / 2013 of 18 December 2013.

<sup>17</sup> Commission Decision (2012/21/EU).

for damages can also be brought in the UK courts, for example, by a competitor who feels that they have suffered loss as result of not being given the same level of support. The limitation period for lodging a complaint with the Commission is ten years, and as there is no charge for doing so, it is relatively easy to bring a challenge this way.

**SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet **DATE:** 15<sup>th</sup> June 2020

**CONTACT OFFICER:** Nick Pontone, Senior Democratic Services Officer  
(For all enquiries) 01753 875120

**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 15<sup>th</sup> May 2020

## **7. Background Papers**

None.



# **NOTIFICATION OF DECISIONS**

## **1 JUNE 2020 TO 31 AUGUST 2020**

Date of Publication: 15<sup>th</sup> May 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.

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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 [nicholas.pontone@slough.gov.uk](mailto:nicholas.pontone@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: [nicholas.pontone@slough.gov.uk](mailto:nicholas.pontone@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 - 15th June 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>Cabinet portfolios and Lead Member responsibilities 2020/21</u></p> <p>To receive a report confirming the Cabinet portfolios for 2020/21 and the responsible Lead Members.</p>	R&S	All	All	Catherine Meek, Head of Democratic Services Tel: 01753 875011	-	None		
<p><u>Six Months Rule under Section 85 of the Local Government Act 1972</u></p> <p>To receive a report reminding Members of the provisions relating to Councillors ceasing to be Members of the Council for failure to attend any meeting of the Council for a consecutive period of six months, contained in section 85 of the Local Government Act 1972.</p>	G&C	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None	√	
<p><u>COVID-19 Decisions</u></p> <p>To update on the significant decisions taken by officers in response to the COVID-19 pandemic since the report to Cabinet on 18<sup>th</sup> May 2020, and to seek ratification of those decisions.</p>	G&C	All	All	Sushil Thobhani, Service Lead Governance Tel: 01753 875036	-	None	√	
<p><u>2019/20 Provisional Revenue Budget Outturn</u></p> <p>To consider the provisional revenue outturn for the 2019/20 financial year.</p>	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		

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**Bold** – Key Decision      Non-Bold – Non-Key Decision      *Italics* – Performance/Monitoring Report

<u>2019/20 Provisional Capital Outturn</u> To receive the provisional capital outturn for the 2019/20 financial year.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<u>Q4 Performance &amp; Projects Report</u> To receive a report on the progress against the Council's balanced scorecard indicators, key projects and manifesto commitments for 2019/20.	G&C	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<b><u>Community Investment Fund Update 2019/20 and 2020/21 Allocations</u></b> To receive an update on the outturn of the Community Investment Fund 2019/20 and consider any proposals for the Cabinet allocation for 2020/21.	G&C	All	All	Barry Stratfull, Service Lead Finance Tel: (01753) 875748	-	None		
<b><u>Centre of Slough (Square Mile) Regeneration Development Update</u></b> To provide Cabinet with an update on the progress of, the Centre of Slough (Square Mile) Regeneration Framework and the emerging masterplan for the Slough Central scheme which comprises the Queensmere and Observatory shopping centres.	R&S	Central	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA

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<p><b><u>Heart of Slough NWQ Masterplan</u></b></p> <p>To consider a report that seeks approval to the Heart of Slough North West Quadrant Masterplan and additional funding to progress the business planning and planning submission costs associated with the community project element of the scheme.</p>	R&S	Central	All	Kassandra Polyzoides, Service Lead Regeneration Development Tel: (01753) 875852	-	None	√	Yes, p3 LGA
<p><u>Slough Children's Services Trust Annual Report</u></p> <p>To note the Annual Report of Slough Children's Services Trust.</p>	C&S	All	All	Lisa Humphreys, Chief Executive, SCST	ECS	None	√	
<p><b><u>Slough Inclusive Growth Strategy 2020-2025</u></b></p> <p>The report seeks endorsement of the Strategy which is a comprehensive strategic framework for economic growth in the Borough. It helps towards prioritising themes and partnerships that will support the Council in recovery and renewal from COVID 19, and beyond.</p>	I&S	All	All	Shabnam Ali, Service Lead Economic Development Tel: 07597 392742	-	None	√	
<p><b><u>Slough Innovation Space - ERDF Funding Application</u></b></p> <p>The report highlights the European and Government funding application which will help to grow businesses focused on research and development, in the Borough. It sets out the financial support that is required from SBC to match the external funding.</p>	I&S	All	All	Shabnam Ali, Service Lead Economic Development Tel: 07597 392742	-	None	√	Yes, p3 LGA

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<u>References from Overview &amp; Scrutiny Committee</u>  <i>To consider any recommendations from the Overview &amp; Scrutiny Committee and Scrutiny Panels.</i>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
<u>Notification of Key Decisions</u>  <i>To endorse the published Notification of Decisions.</i>	R&S	All	All	Nick Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		



## Cabinet - 13th July 2020

Item	Portfolio	Ward	Priority	Contact Officer	Other Committee	Background Documents	New Item	Likely to be Part II
<p><u>SBC Annual Report 2019/20</u></p> <p>To receive the Annual Report for 2019/20 setting out the progress made in delivering the Council's strategic objectives and priorities.</p>	R&S	All	All	Dean Tyler, Service Lead Strategy & Performance Tel: (01753) 875847	-	None		
<p><b><u>References from Overview &amp; Scrutiny</u></b></p> <p><i>To consider any recommendations from the Overview &amp; Scrutiny Committee and the Scrutiny Panels.</i></p>	G&C	All	All	Janine Jenkinson, Senior Democratic Services Officer Tel: 01753 875018	-	None		
<p><u>Notification of Key Decisions</u></p> <p><i>To endorse the published Notification of Decisions.</i></p>	R&S	All	All	Nick Pontone, Senior Democratic Services Officer Tel: 01753 875120	-	None		

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of the Local Government Act 1972.

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